



Global Green Growth Institute

Ninth Meeting of the Management and Program Sub-Committee
May 1-2, 2019; Seoul, Republic of Korea

Findings and lessons from recent evaluations

Purpose

1. The purpose of this session is to:
 - a) Share key findings and lessons from a recent evaluation of the Peru country program
 - b) Provide an update on the Institute's work on Impact Pathway Reviews.

Key points

Evaluation of Peru country program

2. In accordance with its annual workplan, GGGI's Impact and Evaluation Unit (IEU) commissioned an independent evaluation of the Peru country program in 2018.
3. The final evaluation report was completed in early 2019 and is attached for information. The report includes GGGI's management response to recommendations made by the independent evaluators.
4. IEU staff will present a summary of the key findings and lessons from this evaluation. There will be opportunity for questions, discussion and feedback from MPSC members.

Impact Pathway Reviews

5. Since being established in 2017, IEU has now completed evaluations of several GGGI country programs, including Thailand, Mexico and Peru.
6. Driven by several factors, IEU took steps in early 2019 to review and modify its approach to country program evaluations. These factors include:
 - a) Lessons from IEU's experience of managing country evaluations so far; and
 - b) The adoption of 6 strategic outcomes in GGGI's *Refreshed Strategic Plan 2015-20* as the intended impacts of the organization.
7. IEU has renamed its modified approach to country program evaluations as *Impact Pathway Reviews*.
8. IEU staff will give a short presentation on its work on Impact Pathway Reviews. There will be opportunity for questions, discussion and feedback from MPSC members.

Attachments (Annex)

Final Evaluation Report: Independent Evaluation of the Peru Country Program (including GGGI's management response)



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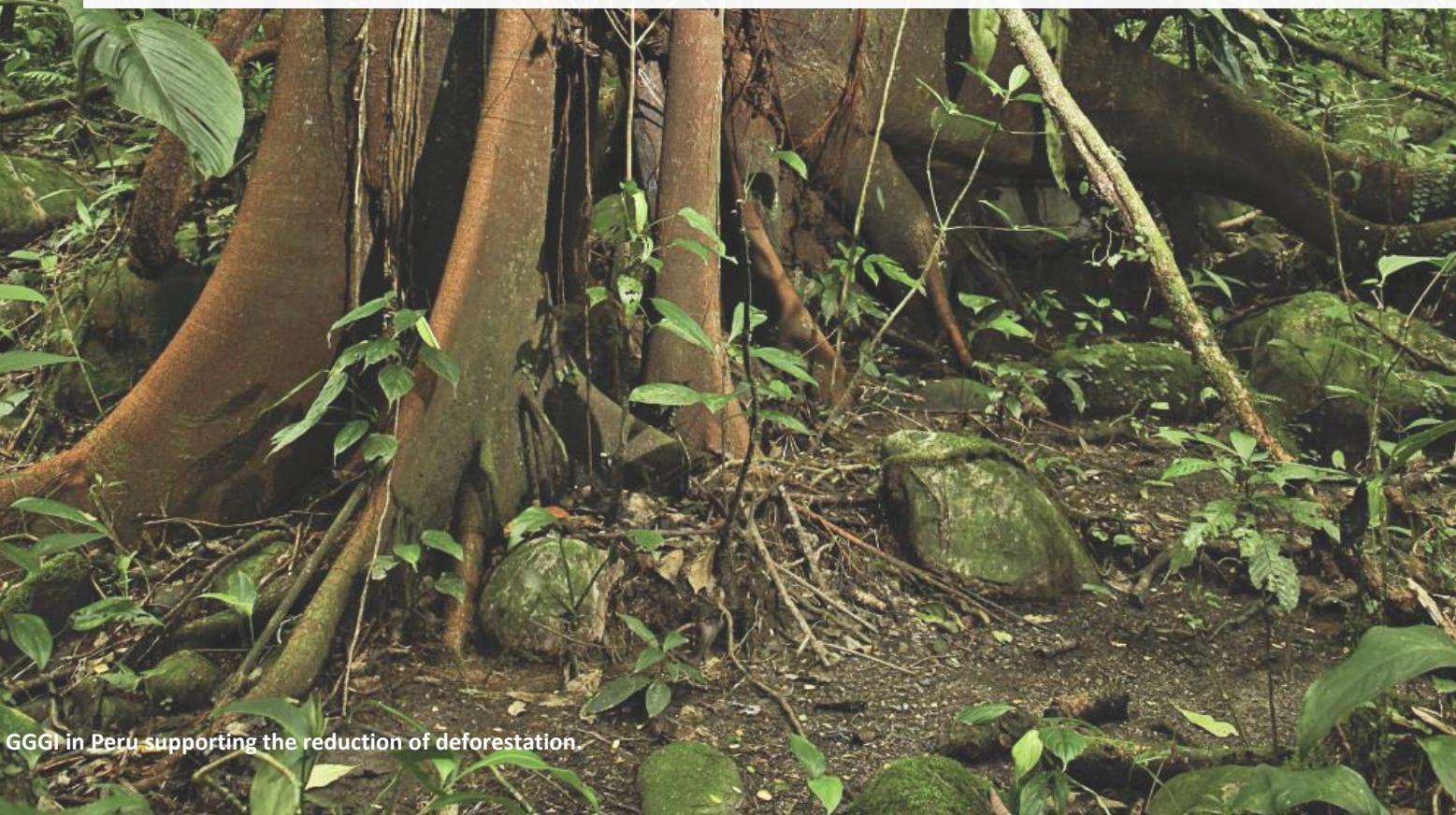
FINAL EVALUATION REPORT

Independent Evaluation of the Peru Country Program

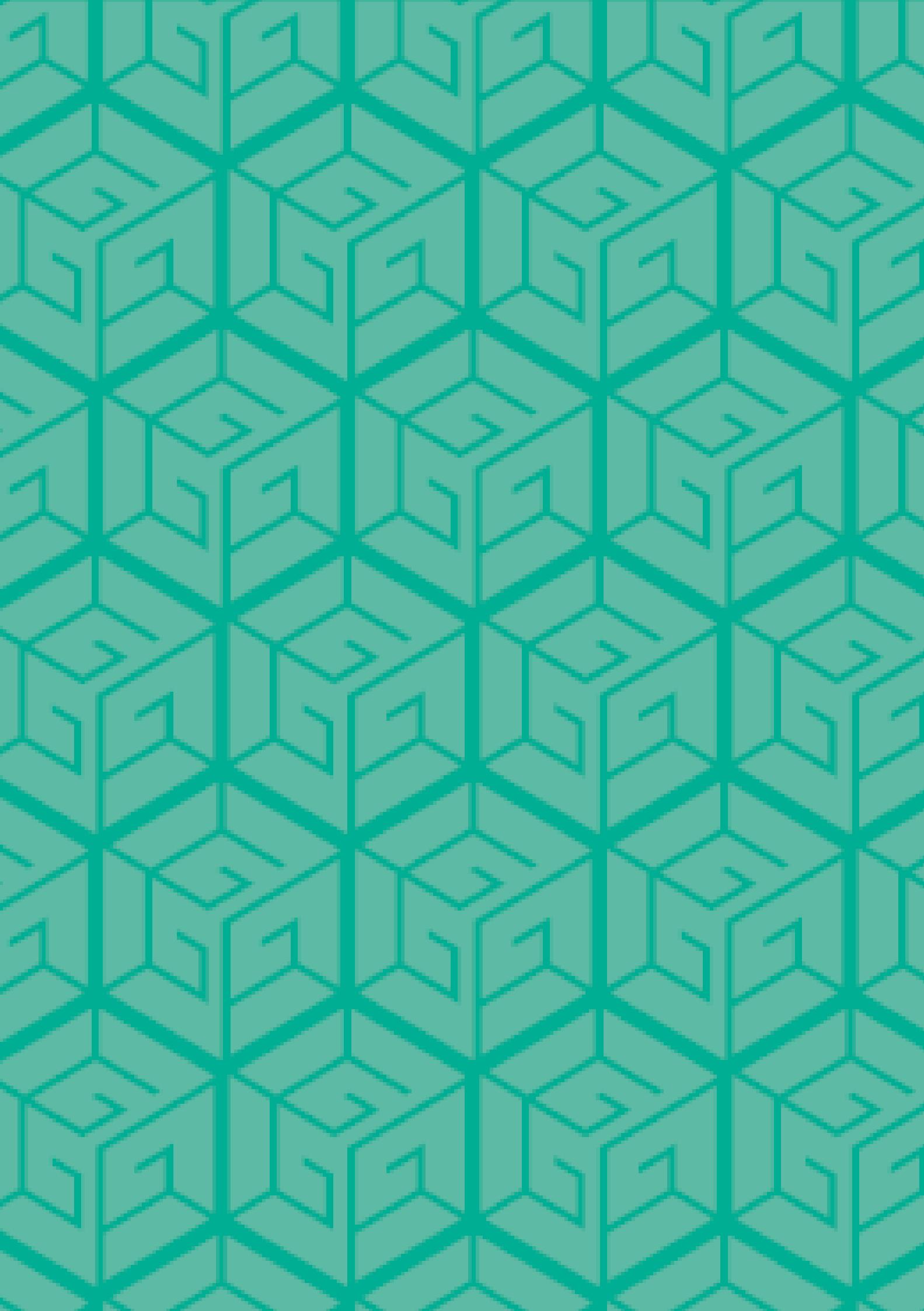
Prepared For

Impact & Evaluation Unit (IEU)

The Global Green Growth Institute (GGGI)



GGGI in Peru supporting the reduction of deforestation.



About the Independent Evaluation Team

The independent evaluation of the Peru country program was carried out by a consortium of two companies, [GlobalCAD](#) and [WE&B](#).

 <p>GLOBAL CAD</p> <p>GlobalCAD is a global network of experts committed to human and sustainable development sharing the common belief that promoting partnerships is a necessity to find innovative and durable solutions to global challenges. Services include research, strategic advice, technical support, training and capacity building in the areas of cross sector partnerships, MSMEs and inclusive business, green economy and climate change adaptation and mitigation, gender equality, and aid efficiency.</p> <p>CAD is committed to promote advocacy, knowledge management, learning, innovation and research as well as to promote engagement in social development through partnerships between private sector, civil society and international organizations. CAD boasts its expertise in results-oriented management, research and data analysis, evaluation and monitoring of development programmes.</p>	 <p>WE & B Water, Environment and Business for Development</p> <p>Water, Environment and Business for Development (WE & B) is a private limited consulting company. WE & B implements water and environmental solutions as well as innovative business practices to assist communities to sustainably develop.</p> <p>The WE&B team is comprised of highly experienced professionals that have extensive experience in capacity building and participatory approaches. WE&B is able to design business appropriate workshops and learning experiences to enhance understanding of implemented business actions. WE&B has the expertise to map vulnerable groups and undertake social impact assessments where we can identify the barriers to sanitation business implementation and entrepreneur development. WE&B has a strong background in baseline and end line surveys as well as participatory methods including Participatory Rural Appraisal, PHAST and SARAR.</p>
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Team members were:

Dr. Fernando Casado (GlobalCAD). He is the founder and director of CAD bringing together 20 years of experience in the development field. He is specialized in projects related to economic and sustainable development, including environmental policies and programs. Fernando has worked as strategic advisor to a variety of international organizations and has been the General Coordinator of UNDP's Millennium Development Goals initiative in Spain. He has also worked as a Senior Consultant in the Department of Sustainable Development and Social Responsibility at PricewaterhouseCoopers (PwC) in New York. He holds a Ph.D. from the Central University of Barcelona in Economic and Social Sciences; a Master's Degree from the School of International and Public Affairs (SIPA) of Columbia University in Economic Development and Journalism and a postgraduate degree in Environmental Management from the University of Barcelona's Institute for Public Economics.

Nina Retzlaff (GlobalCAD). She has a Master's Degree in Political Sciences from the University of Cologne, Germany, and a Postgraduate Diploma in Development Cooperation from the Universitat Politècnica de Catalunya, Barcelona. She is specialized in sustainable economic development, including the promotion of green growth, MSME development, (women's) economic empowerment and financial inclusion. Another area of expertise is program and project evaluations, using mixed methods and gender sensitive approaches. Nina has managed a variety of projects with international

and regional organizations in Latin America, Africa and Asia. She has conducted several strategic, program and project evaluations, as well as evaluability assessments and baseline studies.

Nadine Kirchhartz (GlobalCAD). She is specialized in projects related to environment and climate change. She has a Master's degree in Latin American Area Studies, an interdisciplinary degree at the Faculty of Arts and Humanities and the Faculty of Management, Economics and Social Sciences from the University of Cologne, Germany. Nadine has worked as a consultant for a variety of international organizations, including UNDP, the IFC, the World Bank and IDB in countries in Asia and Latin America. Recent projects include Consultation and Stakeholder Engagement on REDD+ & Readiness Activities in Guyana, National Coastal Vulnerability Assessment and Design of Integrated Coastal Management and Adaptation Strategic Plan for Timor-Leste and Market Assessment and scoping for a Green Building Program in Costa Rica. Nadine is an expert in research and analysis, with experience in project and program evaluations. Since 2003, Nadine is involved in socio-environmental projects in mangroves forests in the coastal area of Guayaquil, Ecuador as a volunteer of the German Association Schutzwald e.V.

Francisco Greño (WE&B). He is an environmental economist with over fifteen years of research and consulting experience dedicated to strategic policy design, economic analysis and program evaluation. He holds a BSc in Economics and an MSc in Economics from the University of the Basque Country in Spain, and an MSc in Environmental Economics from the University of York in the UK. He has experience preparing and analyzing environmental public policies and programs in the EU and Latin American countries. He has strong understanding of the links between environmental policy and economics based on his work for the International Finance Corporation, the Inter-American Development Bank, the European Commission, and Regional Governments and Organizations in Spain. Francisco has expertise in a wide range of qualitative and quantitative research methods including cost-benefit analysis, statistical analysis, theory-based evaluation, case studies, depth interviews, action research, evidence and literature reviews, and systematic reviews and meta-analysis. Based on the application of these methods, he extracts meaningful conclusions and develops recommendations.

David Smith (WE&B). He is the director of WE&B and has a Bachelor's degree in Botany and Zoology and an Honors Degree in Limnology from the University of Cape Town, as well as a Master's Degree in Water and Environmental Management from Loughborough University (UK). His expertise in economic and social development is focused on environmental management, integrated water resource management, process innovations, business models, economic viability, ecosystem services, climate change adaptation and mitigation and capacity building. He has worked as a project coordinator at the research center CTM in Spain, where he sourced and managed funding for several water and environmental projects. David has also worked for the water and wastewater treatment company Thames Water Utilities Ltd, London, England. David was also an elected board member (2012 – 2013) of the European Water Supply and Sanitation Technology Platform (WssTP), and has been selected to Co-Chair the WssTP water reuse task force and to be the scientific lead writer of the Water and Energy task force. He was also vice President of the Network for Water in European Regions and Cities (NetwerkH2O) from 2012 to 2013. He is currently a core member of the International Water Association Ecosystem Services Specialist group and the Water Sustainability Audit Process group. Since July 2014, David has been elected to co-chair the WssTP group on International Water Relations, together with UNESCO-IHE.

The team would like to thank all stakeholders involved for their support and participation throughout the evaluation exercise. Special thanks go to the GGGI evaluation manager, the GGGI Peru country team, the GGGI LAC regional representative, as well as interview partners from the Ministry of Economy and Finance (MEF), Ministry of Environment (MINAM), the National Forest and Wildlife Service (SERFOR), the National Water Authority (ANA), the National Superintendence for Sanitation Services (SUNASS), the World Agroforestry Centre (ICRAF), as well as individual experts.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	11
Recommendations	17
RESUMEN EJECUTIVO	19
Conclusiones.....	20
Recomendaciones.....	25
1. INTRODUCTION	28
1.1. Peru Country and Program Overview.....	28
1.2. Purpose of the evaluation	32
1.3. Key Evaluation Questions.....	33
1.4. Evaluation Scope and Approach	33
1.5. Limitations.....	34
2. FORESTRY PROJECT – KEY FINDINGS	36
2.1. Project description.....	36
2.2. Project Outcomes	38
2.3. Factors Affecting Outcomes	40
3. WATER PROJECT – KEY FINDINGS	46
3.1. Project Description	46
3.2. Project Outcomes	47
3.3. Factors Affecting the Outcomes.....	48
4. NGGS PROJECT – KEY FINDINGS	52
4.1. Project Description	52
4.2. Project Outcomes	52
4.3. Factors Affecting Outcomes	54
5. PUBLIC SECTOR ECO-EFFICIENCY PROJECT – KEY FINDINGS	58
5.1. Description of the Public Sector Eco-Efficiency Project	58
5.2. Project Outcomes	60
5.3. Factors Affecting Outcomes	62
6. CLIENT ENGAGEMENT AND VALUE ADDED – KEY FINDINGS	68
6.1. Areas of relative strength / added value	68
6.2. Areas for improvement	70
7. CONCLUSION – OVERALL FINDINGS AND RECOMMENDATIONS	73
Conclusions	73
KEQ 1 How has GGGI's work made a difference on the development or implementation of selected policies?	73
KEQ 2: What have been the key factors that have supported or hindered the achievement of project outcomes?.....	75
KEQ3: How does GoP view GGGI's performance in terms of engagement and value add? How could this be improved?	77
Recommendations	79
On Project Design	79
On Project Implementation	79

On Client Engagement and Added Value.....	80
8. GGGI MANAGEMENT RESPONSE.....	81
ANNEX	87
List of stakeholders interviewed.....	87
List of documents reviewed.....	88

Acronyms

2030 WRG	2030 World Resources Group
ANA	National Water Authority
BMUB	German Federal Minister for the Environment, Nature Conservation, and Nuclear Safety
CBD	Convention on Biological Diversity
CNFC	National Competitiveness and Formalization Council
CPF	Country Planning Framework
DIE	German Development Institute
EcoIP	Ecoefficiency in Public Institutions
GDP	Gross Domestic Product
GGGI	Global Green Growth Institute
GGPA	Green Growth Potential Assessment
GHG	Green House Gases
GIZ	German development agency
GoP	Government of Peru
HDI	Human Development Index
IG	Intergovernmental Group
IKI	International Climate Initiative
ICRAF	World Centre for Research on Agroforestry
IDB	Inter-American Development Bank
IEU	Impact and Evaluation Unit
INDC	Intended Nationally Determined Contribution
KEQ	Key evaluation questions
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MINAGRI	Ministry of Agriculture
MINAM	Ministry of Environment
MoU	Memorandum of Understanding
NDCs	Nationally determined contributions
NFWP	National Forest and Wildlife Plan
NGGS	National Green Growth Strategy
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PES	Payments for Ecosystem Services
PNCB	National Strategy for Forests and Climate Change
PNRH	Peru National Water Resources Plan
PNRH	National Water Resources Plan
PPP	Public Private Partnership
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SERFOR	National Forest and Wildlife Service
SME	Small and Medium Size Enterprises

SUNASS	National Superintendence for Sanitation Services
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WPB	Work Program and Budget

List of Figures

Figure 1: Peru's GDP 2002-2017	28
Figure 2: Peru's HDI 2002-2017 and Gini Index 2002-2016	29
Figure 3: Peru's GHG emissions (metric tons per capita) 2002-2014 compared to LAC average	30
Figure 4: Framework based on the GGGI Peru Evaluation Approach Paper	46
Figure 5: Theory of Change of the public sector eco-efficiency project	59

List of Tables

Table 1: Example of evidence of input from GGGI in the Competitiveness Agendas 2014-2018.....	60
Table 2: Overall rating of GGGI's added value in the Peru country program projects	68
Table 3: Key areas of strength	68
Table 4: Key areas of weakness.....	70

Executive Summary

Introduction

GGGI has been supporting the Government of Peru (GoP) since 2013, making the Peru country program one of the longest-running programs in the Institute. Initially, the program was managed by GGGI staff operating from offices in other countries, as no country offices had been established yet in Peru. This changed in April 2013 with the creation of the country office and the hiring of country-based staff. Since 2013, the country program has comprised of projects in the following areas: forestry, water, green growth, and public sector eco-efficiency.

Purpose and scope of the evaluation

The external evaluation of the Peru country program was conducted by a team of independent experts between August 2018 and January 2019 and focused on selected outcomes of GGGI's Peru Country Program from 2013 to 2018. Key evaluation questions (KEQ) were:

- KEQ1: Has GGGI's work made a difference to the development or implementation of selected policies? This question applies to the following selected outcomes:¹
 - ❖ **Forestry:** Whether GGGI has influenced the National Forestry and Wildlife Plan in a direction that moves it closer to concept of green growth
 - ❖ **Water:** Whether GGGI has influenced improvements in ANA's approach to prioritizing and mobilizing finance for investments that address Peru's water priorities.
 - ❖ **Public sector eco-efficiency:** Whether GGGI has influenced improvements in the development and implementation of relevant parts of the Competitiveness Agenda.
 - ❖ **Green growth:** Whether GGGI has influenced improvements in the quality of the National Green Growth Strategy
- KEQ2: What key factors have supported or hindered the achievement of project outcomes?
- KEQ3: How does the Government of Peru view GGGI's performance in terms of engagement and value add? How could this be improved?

The evaluation approach was based on GGGI's Evaluation Approach paper that detailed the methodology to be used. The main methods used for the evaluation were document review and the implementation of semi-structured interviews with 20 stakeholders through a field mission to Peru and through online interviews.

The lessons learned from the evaluation will be considered for the planning of future projects. The target audience for this evaluation includes GGGI's Peru country team, as well as relevant units in GGGI HQ who manage policies and systems that influence country programming, operations and effectiveness.

¹ Note: To ensure the budget for this evaluation was used in 'value for money' manner, some outcomes were excluded by IEU on the basis that it was too premature to evaluate them. This applied, for example, to outcomes where work on the related outputs had not yet started or remained at a very early stage of implementation.

Limitations

The evaluation faced a number of limitations regarding the information that could be obtained for analysis. These include discrepancies and gaps between the project documentation and the Evaluation Approach Paper, which has also been caused by the evolving nature of the country program. In addition, the majority of stakeholders interviewed were government agencies. Although these were identified as the most relevant stakeholders to consult, a more diverse range of stakeholders could have further enriched the analysis. The evaluators recognize that due to political circumstances, the National Forest and Wildlife Plan and the National Green Growth Strategy have not yet completed the public consultation and internal government approval process. To this end, the evaluation has been based on GGGI outputs provided to the government and individual stakeholders' statements regarding the utility and rigor of these outputs, while the actual intended outcomes could not be evaluated. For the ecoefficiency project, a document review at the outcome level was performed.

In this regard, the evaluation of outcomes for the forestry, water and green growth projects is limited to an assessment of the likelihood that GGGI has positively influenced the outcomes or will still do so in the future, based on interviews with key stakeholders.

Conclusions

Based on the analysis of all four projects implemented or under implementation in the GGGI Peru country program, the following conclusions can be drawn, structured by the key evaluation questions that should be answered through this evaluation:

KEQ 1 How has GGGI's work made a difference on the development or implementation of selected policies?

Overall, in all four projects GGGI made a difference through providing a series of outputs in the form of technical studies and planning documents that formed the basis for elaborating policies and plans. In addition, GGGI also played an important role as mediator and facilitator of stakeholder consultations. The key conclusions per project are summarized below.

Forestry Project

CONCLUSION 1

The development of background documents identifying the forestry sector needs, the proposal of green growth objectives to be included in the NFWP and the development of a stakeholder engagement plan are among the most relevant outputs mentioned by interviewed stakeholders. GGGI's technical inputs were recognized to be of high quality and directly contributed to the preparation of the NFWP. The NFWP was not developed during the envisaged project timeframe with earmarked budget from BMUB due to a variety of reasons including government priorities that did not match with the project priorities at the time that GGGI developed the Forestry Project. GGGI's flexibility regarding timing and its adaptability to government needs over course of the project, as well as the provision of core budget to continue engagement with SERFOR have ensured continuity and contributed to the integration of green growth aspects into the NFWP. The NFWP is still pending adoption and implementation by the Government. However, it is likely that it will be adopted in the near future with contributions from GGGI.

Water Project

CONCLUSION 2

GGGI's efforts focused on the development of outputs aligned with the project planning, which were: (1) the analysis of the financial instruments available at international and national level in order to promote private, public and civil society investment in the water sector; (2) the prioritization of the Peruvian water sector projects and investment needs identified under the National Water Resources Plan; and (3) the development of funding plans and roadmaps to implement the prioritized projects. All outputs were completed by the end of the project deadline, with high technical quality and to the full satisfaction of consulted stakeholders. However, due to the fact that the National Water Resource Plan was not implemented, no evidence has been found that GGGI's work has yet been used to implement water projects in the field, as ANA's responsibility is focused on policy design and planning and not towards implementation. Stakeholders consulted were of the opinion that GGGI's outputs will still be used in the future to enable regional governments to identify both priorities and financial resources for investments in water infrastructure.

Green Growth Project

CONCLUSION 3

GGGI has produced a series of outputs to support the development of the NGGS in the form of a macroeconomic green growth opportunity identification diagnostic, the logical framework for the NGGS, over 50 interviews with public sector entities to develop a priority list of green growth initiatives, financing options and the draft NGGS itself. Stakeholders value the high quality of these outputs and confirmed that they provided important background information for the drafting of the strategy.

Since the NGGS is still under development and final approval process, it was not available for the evaluation team. However, interviews with key stakeholders strongly suggest that GGGI's technical inputs as well as its role as mediator and facilitator of the multi-sector consultative process, and the provision of international experiences and knowledge exchange have been critical for the elaboration of the NGGS. As the project is still ongoing, it will have to be assessed at a later stage in how far GGGI has still been able to influence the endorsement and implementation of the NGGS.

Eco-Efficiency Project

CONCLUSION 4

GGGI has successfully delivered the planned outputs to support the elaboration of the Competitiveness Agenda 2014-18. The first intended outcome to integrate green growth elements into the formulation of the Agenda has been achieved. The second intended outcome "Selected green growth-related priorities within the Agenda are implemented and their associated objectives are achieved" has not been achieved through the outputs of the project period 2015-2016. Although the National Ecoefficiency Strategy and the National Irrigation Plan were developed, the National Irrigation Plan was not adopted due to changing political priorities and the National Ecoefficiency Strategy is still pending adoption. Although it is too early to evaluate the results of the EcoIP project activities, GGGI reports and interviewees indicate that these activities are more successful in moving towards the achievement of the second outcome.

KEQ 2: What have been the key factors that have supported or hindered the achievement of project outcomes?

Project need

CONCLUSION 5

It can be confirmed that all four projects have correctly identified pressing needs and challenges that Peru faces related to land use and land degradation, water management, as well as green growth and eco-efficiency. In this regard, all projects are deemed to be highly relevant for the country context and are aligned with government priorities. Especially the green growth project also responded to Peru's international commitments and national development plan, and especially to the need to comply with OECD requirements, related to the country's ambition to become an OECD member.

Project design

CONCLUSION 6

GGGI's activities in Peru started shortly after the organization was created in 2012, with no structure established at country level. Thus, while the topics prioritized for project development responded to government needs identified in a participatory approach through scoping missions, there were certain shortcomings in the early projects (water and forestry) related to project design that was done by GGGI staff operating from other countries with little experience of the Peru country context and working with the public sector, especially regarding the expected outcomes within defined time frames, as well as the public institutions selected as direct counterparts for project implementation. However, this gradually changed with the establishment of the Peru country office in 2013 and the hiring of staff with sound technical expertise working in Peru in relevant sectors, combined with international experience and good knowledge of relevant international frameworks.

In the forestry project, the main weakness of the project design was the defined timeline that did not anticipate the local context including government priorities and long consultation processes, and thus was unrealistic from the start. The water project design lacks a more thorough technical and institutional analysis that would identify relevant stakeholders to include, and although stakeholders confirmed that there was a sound project planning in place for the green growth and eco-efficiency projects, project design documents for the years 2015-2016 are completely missing and could thus not be included in the document review.

CONCLUSION 7

While the individual projects all respond to relevant government needs and commitments, as well as to GGGI's strategic frameworks at the global level, there has been a lack of overall strategic alignment and complementarity between them. This is especially true for the earlier projects on water, forestry and on integrating water and energy aspects into the National Competitiveness Agenda 2014-2018, which later became the eco-efficiency project. During that early period, there were a potpourri of initiatives that were conceived as individual projects, with the involvement of different stakeholders and little to no connection between them. Even later, when the eco-efficiency and NGGS projects started to create the eco-efficiency strategy and the national green growth strategy, there has been a lack of communication between the different departments in MINAM that worked on the two strategies, with one department not knowing what the other was doing. Although communication

between and within ministries is a responsibility that lies with government, this highlights opportunities for GGGI to help the GoP further improve alignment of its green growth policies and initiatives. It is to be expected that this issue will be substantially improved with the new Peru Country Planning Framework (CPF) 2017-2021 that provides a more holistic vision and strategy for future initiatives.

Project implementation

CONCLUSION 8

In all projects under the Peru country program, GGGI has been successfully delivering the outputs defined to support the GoP in the development of strategies and plans in the forestry, water, eco-efficiency and green growth sectors. However, it remains too soon for the evaluators to tell in how far GGGI's outputs have influenced the content of the final policies of the GoP (namely the NFWP, the Eco-efficiency strategy and the NGGS), or supported GoP efforts to mobilize investments in the water sector. The only exception is the uptake of key GGGI inputs on water into the National Competitiveness Agenda 2014-2018. Nevertheless, consulted stakeholders were positive that it is likely that most outcomes will materialize in the coming years: the NFWP is completed and only pending adoption, and elements of the Eco-efficiency strategy and the NGGS will most likely be included in the Competitiveness and Productivity Policy and Plan. Regarding investments in the water sector, stakeholders believe that GGGI's prioritization of investments and roadmap for implementation will still be used by the GoP in the future.

The most important influencing factor that has hampered the achievement of outcomes within the envisaged period has been, according to all stakeholders consulted, the political instability in Peru of the recent years, with frequent changes of government especially 2016-2018, which each time caused a change of government priorities as well as a constant rotation of key counterparts in the ministries that GGGI is working with. In addition, general slow and inefficient implementation processes in the public sector caused delays in the adoption of GGGI's outputs.

CONCLUSION 9

In all four projects, consulted stakeholders highly value the collaboration with GGGI and confirm that the implementation process was effective and efficient, especially since the GGGI country office was created. Consulted stakeholders were highly satisfied with the way that GGGI coordinated and implemented the projects and valued the very good technical expertise and quality of the work, the strategic advice as well as the relationship management of GGGI. Stakeholders also highlighted GGGI's capacity to listen and adapt to changing situations and priorities as one of the main success factors. In addition, it needs to be highlighted for the forestry project that after the end of earmarked funding, the allocation of core funds to ensure continuity of activities has been a crucial decision by GGGI that enabled it to stay engaged with SERFOR and to make sure that the outputs previously produced were used in the development of the NFWP.

CONCLUSION 10

GGGI is a competent and reliable partner, with sound technical expertise and excellent mediation and facilitation skills that help to bring together actors from different ministries who usually face challenges working together in an efficient and effective way. Only for the early projects (forestry and water), some specific implementation challenges were mentioned that are related to the weaknesses in project design: in the forestry project, it took some time until GGGI engaged with all relevant

stakeholders because some key groups had been neglected at the beginning of project implementation. This issue has also been identified as a challenge in the water project where it has been questioned whether ANA was the right partner at all for the project, and working to bridge issues between national and regional governments as well as increasing the latter's capacity for project development would have been a more complete approach in mobilizing and implementing projects in the field.

CONCLUSION 11

The evaluation has identified some issues relating to GGGI's project design, monitoring and reporting systems that are relevant to outcomes achievement in Peru. (1) Design: In the earlier years of GGGI, sound analysis of institutional context was not part of the planning process, which for some projects hindered the eventual outcome. Addressing this is important since policy outcomes depend significantly on selecting the right partners and working in alignment with local institutional processes, drivers and timelines. (2) Monitoring: Once projects are completed, there is disengagement from stakeholders and monitoring against logframes ceases. This can limit GGGI's knowledge of the status of outcomes beyond project closure and creates missed opportunities to identify and learn from success/failure factors. (3) Reporting: This monitoring issue is reflected in project end-of-year reports, which tend to be comprehensive on implementation issues but less so in describing progress towards outcomes, since the reporting ceases once projects are finished.

KEQ3: How does GoP view GGGI's performance in terms of engagement and value add? How could this be improved?

CONCLUSION 12

GGGI has been successful in establishing strong relationships with key stakeholders, especially at the national level. Stakeholders highly value GGGI for its technical capacities and for its interpersonal skills and attributes such as reliability, transparency and honesty. A main added value of GGGI is also its ability to bring together stakeholders across ministries and to broker collaboration among them. GGGI is perceived as an organization that is flexible and adaptive to changes, and that listens to its clients' needs. This is highly valued and distinguishes GGGI from other development actors in the view of stakeholders.

CONCLUSION 13

The high flexibility of the GGGI Peru country team to adapt to the changing government needs and demands has been highlighted as a key added value vis-à-vis other development actors that tend to impose their pre-defined agendas. For some stakeholders, even though GGGI is perceived to be a small organization with little political weight and influence, this makes GGGI preferable to other big players in the development arena, as they act like a partner and advisor, without imposing strict programs or their own agenda. On the other hand, this high flexibility combined with a lack of communication about GGGI's strategic priorities also causes a certain confusion about what GGGI Peru really stands for. According to stakeholders' perceptions, this is also due to a lack of a more integrated approach to green growth, at least in the earlier years of the country program. While responsiveness is highly valued, more proactiveness in defining the way forward and a stronger holistic strategic vision and persistence in sticking to objectives were underlined as aspects that GGGI Peru could improve on. In this regard, the CPF 2017-2021 is an improvement.

CONCLUSION 14

Over the years, GGGI Peru has been successful in building close collaborative relationships with key stakeholders from relevant public institutions, especially MEF and MINAM. Some stakeholders perceive GGGI Peru to be a “one-man show” due to the intense involvement of the country representative, and even are unaware of whether there are any other staff members. This is also due to the fact that over previous years, many changes in staffing occurred, also as a result of GGGI contracting policies. A high dependency on one person that manages most of the key stakeholders and concentrates most of the internal knowledge can have negative effects on sustainability and continuity of activities in the event of staff changes. In addition, as GGGI Peru is a relatively small entity, it needs strong allies to make itself better known and heard. A general perception is that GGGI’s main focus is to work with the national government, while relationships with regional governments or other development actors would also be key to bring the green growth agenda forward, especially in Peru where many responsibilities for implementation are delegated to the regional level. However, it is also acknowledged that the country team is very small with three staff members in total, and that thus capacity is limited to build relationships with a broad range of stakeholders.

Recommendations

Based on the above conclusions, the following recommendations have been developed:

On Project Design

RECOMMENDATION 1: Create a more long-term strategic, holistic and integrated approach to green growth and align all projects and activities with this overarching goal.

The GGGI Peru Country Planning Framework (CPF) that has been developed for 2017-2021 in this regard is an improvement; it states the support to Peru’s green growth path as overall goal and defines sustainable landscapes, water stress reduction and energy efficiency as the three areas that the country program will focus on. However, the document is still in draft stage and further efforts should be made to finalize it and communicate the strategic vision more effectively to stakeholders. The country planning document should come with a robust results framework against which activities and outcomes can be assessed. The country planning should also be regularly reviewed (every 1-2 years) to make any necessary adjustments. In addition, GGGI needs to ensure efficient project planning processes aligned with the country planning that considers (1) identification of potential risks and adequate mitigation strategies for risks, (2) engagement plan with all relevant stakeholders from the beginning of the project and (3) local conditions, needs, timings and political priorities.

On Project Implementation

RECOMMENDATION 2: Seek more continuity of projects from the strategic planning to the implementation level.

A major bottleneck in the uptake of developed strategies and plans are slow processes in the public sector, combined with frequent government changes. Thus, GGGI Peru should aim to tackle these challenges by on the one hand continuing follow-up with the relevant stakeholders on the status of the intended outcomes, and on the other hand, focusing more on moving into implementation to maximize the impact of its activities, as is also foreseen by GGGI’s Refreshed Strategic Plan 2015-2020. A positive example of this is GGGI’s support to the EcolP project, which advanced the priorities set out in the National Competitiveness Agenda. This shows that GGGI has the potential to move things

forward at the implementation level, also by making use of core budget, to ensure that the benefits of policy change are actually realized. In line with its strategic country planning, GGGI should evaluate in which other areas it can support implementation in the areas of forests/sustainable land and water, advancing the NGGS agenda.

RECOMMENDATION 3: With the support of GGGI headquarters, improve project design, monitoring and reporting approaches.

GGGI should address key gaps in its project design, monitoring and reporting processes. Design and planning projects should include sound analysis of the institutional context to avoid or mitigate risks that could hinder the achievement of intended policy reforms. GGGI should extend its monitoring and reporting of projects beyond project closure (completion of outputs). This would help GGGI to better track the progress of outcomes in the post-implementation stage, and subsequently enable key lessons relating to outcome achievement to be captured and shared across the organization. GGGI should address these gaps in a manner that minimizes the creation of additional burdens for its staff, particularly country programs with small teams like Peru.

On Client Engagement and Added Value

RECOMMENDATION 4: Engage more with the international, regional and sub-national levels, and continue engaging operational staff at the ministries that are less affected by changes in government.

Within the limitations of a team of three, GGGI Peru should make an effort to strategically select stakeholders to engage with from a regional and/or international level on the one hand, to better position itself and to have access to more strategic allies when it comes to pitching projects and to mobilize resources for them. In addition, a better networking at that level would allow GGGI to bring more international green growth expertise into the country, something that is already done, but has been highlighted by several stakeholders as an area that GGGI can still improve. On the other hand, strategic engagement with the sub-national level in Peru would be especially important to move from the planning to the implementation phase of projects. Finally, in the light of the recent frequent changes in government, GGGI should continue the current strategy of building long-term relationships at operational levels in key ministries that are less affected by the staff rotation that takes place with each new government, to ensure some continuity and safeguard entry points. All staff members should be involved in stakeholder engagement efforts.

RECOMMENDATION 5: Create a communication strategy to improve brand positioning.

External communication often falls through the cracks, again because staff capacities at the country office are limited. However, GGGI Peru should invest in more in communicating what it does so that stakeholders gain a clearer understanding of its vision and focus. Communication tools will also serve to maintain contact with clients after projects end to keep them informed both about GGGI's activities and about latest developments in green growth, something that has been wished for by several stakeholders. This could be either done through a short newsletter that can be sent out monthly or quarterly via email, or by creating a GGGI Peru social media page, something that other country offices have done already. Nevertheless, if such tools are created, it needs to be ensured that they are continually managed.

Resumen Ejecutivo

Desde 2013, GGGI está brindando apoyo al Gobierno del Perú, haciendo del programa país de Perú uno de los programas más longevos del instituto. Inicialmente, el programa estaba dirigido por el personal de GGGI operando desde las oficinas de otros países, ya que ninguna oficina había sido establecida aún en Perú. Esto cambió en abril de 2013 con la creación de una oficina nacional y el reclutamiento de personal basado en el país. Desde 2013, el programa país ha tratado las siguientes áreas: paisajes sostenibles, agua, crecimiento verde, y la ecoeficiencia del sector público.

Propósito y alcance de la evaluación

La evaluación externa del programa país de Perú fue realizada por un equipo independiente de expertos entre agosto de 2018 y enero de 2019, y se focalizó en resultados seleccionados del programa país de Perú de GGGI de 2013 a 2018. Las preguntas clave de evaluación (PCE) fueron las siguientes:

- PCE1: ¿Marcó el trabajo de GGGI alguna diferencia en el desarrollo o implementación de políticas seleccionadas? Esta pregunta se aplicó a los siguientes resultados:
 - ❖ **Paisajes sostenibles:** Si GGGI influenció el Plan Nacional Forestal y de Fauna Silvestre, de manera que este se aproximó al concepto de crecimiento verde.
 - ❖ **Agua:** Si GGGI influenció en las mejoras del marco de la ANA para priorizar y movilizar financiación para inversiones para abordar las prioridades respecto al agua en Perú.
 - ❖ **Sector público eco-eficiente:** Si GGGI influenció en las mejoras en desarrollo e implementación de las partes relevantes de la Agenda de Competitividad.
 - ❖ **Crecimiento verde:** Si GGGI influenció las mejoras en la calidad de la Estrategia Nacional de Crecimiento Verde.
- PCE2: ¿Qué factores clave facilitaron u obstaculizaron los logros obtenidos de los proyectos?
- PCE3: ¿Cómo percibe el Gobierno de Perú el rendimiento de GGGI en términos de participación y valor añadido? ¿Cómo se puede mejorar esto?

El enfoque de la evaluación se basó en el documento Evaluation Approach Paper (Enfoque de Evaluación) de GGGI que detallaba la metodología a aplicar. La revisión de documentos y la implementación de entrevistas semiestructuradas con 20 partes interesadas durante una misión en el terreno en Perú y a través de entrevistas online fueron los principales métodos utilizados para la evaluación.

Las lecciones extraídas de la evaluación serán consideradas para la planificación de futuros proyectos. El público clave de esta evaluación incluye al equipo país de GGGI en Perú, así como a las unidades competentes de la sede del GGGI que dirigen las políticas y sistemas que influyen la programación por país, las operaciones y su eficacia.

Limitaciones

La evaluación se encontró con algunas limitaciones en relación con la información que podría haberse obtenido para el análisis. Esto incluye discrepancias y vacíos entre la documentación de los proyectos y

el documento sobre el Enfoque de Evaluación, que también fueron causadas por el carácter evolutivo del programa de país. Además, la mayoría de las partes interesadas que fueron entrevistadas eran agencias gubernamentales. Aunque éstas fueran identificadas como las partes interesadas más relevantes a ser consultadas, un rango más diverso de partes interesadas podría haber enriquecido el análisis. Los evaluadores reconocen que, debido a las circunstancias políticas, el Plan Nacional Forestal y de Fauna Silvestre y la Estrategia Nacional de Crecimiento Verde aún no están formalmente aprobados. Por esto, la evaluación se basó en los productos proporcionados por GGGI al gobierno y las declaraciones individuales de las partes interesadas sobre la utilidad y el rigor de estos productos, mientras que los resultados previstos no pudieron evaluarse. Para el proyecto de ecoeficiencia, sí se llevó a cabo una revisión de documentos a nivel de resultados.

En este sentido, la evaluación de los resultados de los proyectos de paisajes sostenibles, agua y crecimiento verde se limita a una evaluación de la probabilidad de que GGGI haya influido positivamente en los resultados o que aún lo haga en el futuro, sobre la base de entrevistas con las principales partes interesadas.

Conclusiones

Basándonos en el análisis de los cuatro proyectos implementados o en vía de implementación en el programa de país de GGGI en Perú, podemos sacar las siguientes conclusiones, estructuradas a través de las preguntas clave de evaluación que debían ser respondidas durante esta evaluación:

PCE 1: ¿Cómo el trabajo de GGGI marcó la diferencia en el desarrollo o implementación de políticas seleccionadas?

En general, en los cuatro proyectos GGGI marcó la diferencia proveyendo una serie de productos en forma de estudios técnicos y documentos de planificación que formaron la base para elaborar políticas y planes. Además, GGGI jugó un papel importante como mediador y facilitador para la consulta de las partes interesadas. Las conclusiones principales por proyecto están resumidas aquí debajo:

Proyecto de paisajes sostenibles

CONCLUSION 1

Entre los resultados más destacados por las partes interesadas entrevistadas cabe destacar, la concepción de documentos contextuales identificando las necesidades del sector forestal, la propuesta de los objetivos de crecimiento verde a incluir en el Plan Nacional Forestal y de Fauna Silvestre, y la realización/desarrollo de un plan de participación de las partes interesadas. Las aportaciones técnicas del GGGI fueron consideradas de gran calidad y contribuyeron directamente a la preparación de Plan Nacional Forestal y de Fauna Silvestre. El Plan no se desarrolló durante el tiempo previsto del proyecto con el presupuesto asignado por el Ministerio de Medio Ambiente de Alemania (BMUB) debido a varias razones, incluyendo prioridades gubernamentales que no encajaban con las prioridades del proyecto mientras GGGI lo desarrollaba. La flexibilidad de GGGI en relación con los plazos y su adaptabilidad para responder a las necesidades del gobierno durante el proyecto, así como como la provisión de un presupuesto con recursos financieros propios para proseguir su compromiso con SERFOR aseguraron la continuidad del proyecto y contribuyó en la integración de

elementos de economía verde en el Plan Nacional Forestal y de Fauna Silvestre. El Plan sigue pendiente de su adopción e implementación por parte del gobierno. Sin embargo, lo más probable es que sea aprobado pronto con las contribuciones de GGGI.

Proyecto del agua

CONCLUSION 2

El trabajo de GGGI se centró en el desarrollo de productos alineados con la implementación del Plan Nacional de Recursos Hídricos, los cuales fueron: (1) el análisis de los instrumentos financieros disponibles a nivel nacional e internacional para promover las inversiones privadas, públicas y de la sociedad civil en el sector del agua; (2) la priorización de los proyectos y necesidades de inversiones del sector del agua peruano identificados bajo el Plan Nacional de Recursos Hídricos; y el desarrollo de planes de financiación y hojas de ruta para implementar los proyectos principales. Todos los productos fueron completados en las fechas previstas, con gran calidad técnica y la plena satisfacción de los actores interesados. Sin embargo, debido a que el Plan Nacional de Recursos Hídricos no fue implementado, no se encontró ninguna evidencia de que el trabajo del GGGI fue utilizado para implementar proyectos de agua en el terreno; dado que la responsabilidad de ANA está centrada en el diseño de políticas y la planificación, no en la implementación de éstas. Los actores interesados consultados opinaron que los productos de GGGI serían utilizados en el futuro para facilitar a los gobiernos regionales el identificar prioridades y recursos financieros para inversiones en infraestructuras del agua.

Proyecto de crecimiento verde

CONCLUSION 3

GGGI desarrolló una serie de productos para apoyar el desarrollo de la Estrategia Nacional del Crecimiento Verde (ENCV) en forma de un diagnóstico macroeconómico de oportunidades de crecimiento verde, el marco lógico para la ENCV, más de 50 entrevistas con entidades del sector público para desarrollar una lista prioritaria de iniciativas de crecimiento verde, opciones de financiamiento y el borrador de la ENCV en sí. Las partes interesadas valoraron la alta calidad de estos productos y confirmaron que proporcionaron información básica importante para la elaboración de la ENCV.

Dado que la ENCV aún está en proceso de desarrollo y aprobación final, no estaba disponible para el equipo de evaluación. Sin embargo, las entrevistas con las principales partes interesadas sugieren que los aportes técnicos de GGGI, así como su papel como mediador y facilitador del proceso consultativo multisectorial, y la provisión de experiencias internacionales y el intercambio de conocimientos fueron fundamentales para la elaboración de la Estrategia Nacional del Crecimiento Verde. Dado que el proyecto aún está en curso, habrá que evaluar en una fase posterior hasta qué punto GGGI ha podido influir en la aprobación y aplicación de la Estrategia.

CONCLUSION 4

GGGI entregó con éxito los productos previstos para apoyar la elaboración de la Agenda de Competitividad 2014-2018. Se logró el primer resultado previsto de integrar los elementos del crecimiento verde en la formulación de la Agenda. El segundo resultado previsto, que "Se aplican determinadas prioridades relacionadas con el crecimiento verde dentro de la Agenda y se logran sus objetivos asociados", no se logró mediante los productos del período del proyecto 2015-2016.

Aunque se elaboraron la Estrategia Nacional de Ecoeficiencia y el Plan Nacional de Riego, el Plan Nacional de Riego no se adoptó debido a los cambios en las prioridades políticas y la Estrategia Nacional de Ecoeficiencia aún está pendiente de adopción. Aunque es demasiado pronto para evaluar los resultados de las actividades del proyecto EcolP, los informes de GGGI y los entrevistados indicaron que estas actividades son más exitosas para lograr el segundo resultado.

PCE 2: ¿Cuáles fueron los factores clave que facilitaron u obstaculizaron la obtención de resultados de los proyectos?

Necesidades del proyecto

CONCLUSION 5

Se puede confirmar que para los cuatro proyectos se identificaron las necesidades urgentes y los retos a los que se enfrenta Perú en relación con la degradación de los suelos, la gestión del agua, así como el crecimiento verde y la eco-eficiencia. En ese sentido, todos los proyectos se consideraron muy relevantes en el contexto nacional y fueron alineados con las prioridades gubernamentales. Especialmente, el proyecto de crecimiento verde también respondió a los compromisos internacionales peruanos y al plan nacional de desarrollo, y específicamente a la necesidad de cumplir con los requisitos de la OCDE en relación con las ambiciones nacionales de convertirse en un país miembro de la OCDE.

Diseño del proyecto

CONLUSION 6

Las actividades de GGGI en Perú empezaron poco después de la creación de la organización en 2012, sin tener ninguna estructura establecida a nivel nacional. De ese modo, mientras que los temas priorizados para el desarrollo de proyectos respondían a las necesidades gubernamentales identificadas a través de un enfoque participativo en misiones de terreno, existían ciertas deficiencias en los primeros proyectos (agua y paisajes sostenibles) relacionadas con el diseño de proyectos que fueron realizados por el personal de GGGI que operaba desde otros países con poca experiencia con el contexto nacional peruano y con el sector público, especialmente en lo que se refiere a los resultados esperados dentro de los plazos definidos, así como las instituciones públicas seleccionadas como contrapartes directas para la implementación de los proyectos. Sin embargo, esto cambió gradualmente con el establecimiento de la oficina de Perú en 2013 y la contratación de personal con sólida experiencia técnica trabajando en Perú en los sectores pertinentes, junto con la experiencia internacional y un buen conocimiento de los marcos internacionales pertinentes.

En el proyecto de paisajes sostenibles, la principal debilidad del diseño del proyecto fue el cronograma definido, puesto que no previó las particularidades locales, incluyendo las prioridades del gobierno y los largos procesos de consulta para el Reglamento de la Ley Forestal y de Fauna Silvestre, y por lo tanto no era realista desde el principio. El diseño del proyecto de agua carece de un análisis técnico e institucional más exhaustivo que identifique a las partes interesadas pertinentes, y aunque actores entrevistados confirmaron que existía una planificación sólida del proyecto para los proyectos de crecimiento verde y ecoeficiencia, faltan por completo los documentos de diseño del proyecto para los años 2015-2016 y, por lo tanto, no se pudieron incluir en la revisión documental.

CONCLUSION 7

Si bien todos los proyectos individuales responden a las necesidades y compromisos gubernamentales pertinentes, así como al marco estratégico de GGGI a nivel global, hubo una falta de alineación estratégica en general y de complementariedad entre ellos. Esto es especialmente cierto en el caso de los proyectos sobre el agua, de paisajes sostenibles y la integración de los aspectos relacionados con el agua en la Agenda Nacional de Competitividad 2014-2018. Durante ese primer período, las diferentes iniciativas fueron concebidas como proyectos individuales, con la participación de diferentes actores y poca o ninguna conexión entre ellos. Además, aunque la comunicación en y entre los ministerios es una responsabilidad que recae en el gobierno, GGGI tiene oportunidades para apoyar al Gobierno de Perú a mejorar aún más la alineación de sus políticas e iniciativas de crecimiento verde. Se espera que el alineamiento interno de los proyectos de GGGI mejore sustancialmente con el nuevo Country Planning Framework (CFP) 2017-2021 de GGGI, lo cual proporcionará una visión y una estrategia más holística para futuras iniciativas.

Implementación del proyecto

CONCLUSION 8

En todos los proyectos del programa de país de Perú, GGGI entregó exitosamente los productos definidos para apoyar al Gobierno de Perú en el desarrollo de estrategias y planes en los sectores de silvicultura, agua, ecoeficiencia y crecimiento verde. Sin embargo, aún es demasiado pronto para que los evaluadores determinen en qué medida los productos de GGGI influyeron en el contenido de las políticas finales del Gobierno de Perú (específicamente, el Plan Nacional Forestal y de Fauna Silvestre, la estrategia de ecoeficiencia y la Estrategia Nacional del Crecimiento Verde), o apoyaron los esfuerzos del Gobierno de Perú para movilizar inversiones en el sector del agua. La única excepción es la incorporación de las principales aportaciones de GGGI sobre el agua en la Agenda de Competitividad 2014-2018. No obstante, las partes interesadas consultadas consideraron positivo el que sea probable que la mayoría de los resultados se materialicen en los próximos años: el Plan Nacional Forestal y de Fauna Silvestre se completó y sólo está pendiente de adopción, y lo más probable es que los elementos de la estrategia de ecoeficiencia y de la Estrategia Nacional del Crecimiento Verde se incluyan en la Política y el Plan de Competitividad y Productividad. En cuanto a las inversiones en el sector del agua, las partes interesadas creen que la priorización de las inversiones por parte del GGGI y la hoja de ruta para su implementación seguirán siendo utilizadas por el Gobierno del Perú en el futuro.

El factor más influyente que obstaculizó el logro de resultados en el período previsto fue, según todos los actores consultados, la inestabilidad política en el Perú de los últimos años, con frecuentes cambios de gobierno, especialmente en el período 2016-2018, que provocaron un cambio en las prioridades del gobierno, así como una rotación constante de contrapartes clave en los ministerios con los que GGGI está trabajando. Además, la lentitud e inefficiencia general de los procesos de ejecución en el sector público provocaron retrasos en la adopción de los productos de GGGI.

CONCLUSION 9

En los cuatro proyectos, las partes interesadas consultadas valoraron muy positivamente la colaboración con GGGI y confirmaron que el proceso de implementación fue eficaz y eficiente, especialmente desde que se creó la oficina de país de GGGI. Las partes interesadas consultadas se mostraron muy satisfechas con la forma en la que GGGI coordinó e implementó los proyectos y valoraron la excelente experiencia técnica y la calidad del trabajo, el asesoramiento estratégico, así como la gestión de las relaciones de GGGI. Las partes interesadas también destacaron la capacidad de

GGGI para escuchar y adaptarse a situaciones y prioridades cambiantes como uno de los principales factores de éxito. Además, hay que destacar para el proyecto de paisajes sostenibles que, una vez finalizados los fondos asignados, la asignación de fondos propios de GGGI para garantizar la continuidad de las actividades fue una decisión crucial permitió mantener el compromiso con SERFOR y asegurar que los productos obtenidos anteriormente se utilizarán en el desarrollo del el Plan Nacional Forestal y de Fauna Silvestre.

CONCLUSION 10

GGGI es un socio competente y confiable, con una sólida experiencia técnica y excelentes habilidades de mediación y facilitación que ayudan a reunir a actores de diferentes ministerios que usualmente enfrentan desafíos trabajando juntos de una manera eficiente y efectiva. Sólo para los primeros proyectos (paisajes sostenibles y agua), se mencionaron algunos desafíos específicos de implementación que están relacionados con las debilidades en el diseño del proyecto: en el proyecto forestal, tomó algún tiempo hasta que GGGI se comprometiera con todos los actores relevantes porque algunos grupos clave habían sido descuidados al comienzo de la implementación del proyecto. Este tema también fue identificado como un desafío en el proyecto de agua, donde se cuestionó si ANA era el socio adecuado para el proyecto, y trabajar para tender puentes entre los gobiernos nacionales y regionales, así como aumentar la capacidad de estos últimos para el desarrollo del proyecto habría sido un enfoque más completo en términos de movilización e implementación de proyectos en el terreno.

CONCLUSION 11

La evaluación identificó algunas cuestiones relacionadas con el diseño del proyecto del GGGI, el monitoreo y los sistemas de presentación de informes que son relevantes para la obtención de resultados en Perú. (1) Diseño: En los primeros años, un análisis sólido del contexto institucional no formaba parte del proceso de planificación, lo que para algunos proyectos dificultó el resultado final. Es importante abordar esta cuestión, ya que los resultados de las políticas dependen en gran medida de la selección de los socios adecuados y del trabajo en consonancia con los procesos institucionales locales, los factores impulsores y los plazos. (2) Seguimiento: Una vez finalizados los proyectos, se produce una retirada de las partes interesadas y cesa la supervisión de los marcos lógicos del proyecto. Esto puede limitar el conocimiento de GGGI sobre el estado de los resultados más allá del cierre del proyecto y también limita las oportunidades potenciales para identificar y aprender de los factores de éxito o fracaso. (3) Presentación de informes: Esta cuestión de supervisión se refleja en los informes de fin de año de los proyectos, que tienden a ser exhaustivos en lo que respecta a las cuestiones de implementación, pero no tanto en la descripción de los progresos realizados en el logro de resultados, ya que la presentación de informes cesa una vez que los proyectos están terminados.

PCE3: ¿Como ve el Gobierno de Perú el rendimiento de GGGI en términos de compromiso y valor añadido? ¿Cómo se podría mejorar?

CONCLUSION 12

GGGI logró establecer una fuerte relación con los principales actores interesados, especialmente a nivel nacional. Las partes interesadas valoran mucho a GGGI por sus capacidades técnicas, así como por sus habilidades interpersonales y sus cualidades como la transparencia, la fiabilidad y la honestidad. Uno de los principales valores añadidos de GGGI es también su capacidad para reunir a

las partes interesadas de todos los ministerios y facilitar la colaboración entre ellos. GGGI es percibida como una organización flexible y adaptable a los cambios, que escucha las necesidades de sus clientes. Esto es altamente valorado y distingue a GGGI de otros actores del desarrollo desde el punto de vista de las partes interesadas.

CONCLUSION 13

La gran flexibilidad del equipo país de GGGI Perú para adaptarse a los cambios en las necesidades y demandas del gobierno fue subrayada como un valor añadido clave comparado con los otros actores del desarrollo que tienden a imponer sus agendas predefinidas. Aunque GGGI sea percibido como una pequeña organización con poca influencia y peso político, por algunas partes interesadas, eso hace preferible a GGGI de otros actores más importantes en el área del desarrollo, dado que este actúa como un aliado y consejero sin imponer programas estrictos o su propia agenda. Por otra parte, esta gran flexibilidad combinada con la falta de comunicación sobre las prioridades estratégicas de GGGI también causó una cierta confusión sobre lo que define a GGGI Perú. Según lo percibido por las partes interesadas, eso también es debido a la falta de un marco integrado sobre el crecimiento verde, al menos durante los primeros años del programa país. Mientras que su capacidad de respuesta fue bien considerada, una actitud más proactiva en definir una ruta hacia una visión estratégica y holística más fuerte, así como la persistencia en cumplir los objetivos fueron señalados como aspectos que GGGI puede mejorar. En ese sentido, el Country Planning Framework (CPF) 2017-2021 es una mejora.

CONCLUSION 14

A lo largo de los años, GGGI Perú logró establecer estrechas relaciones de colaboración con actores clave de instituciones públicas relevantes, especialmente el MEF y el MINAM. Algunos actores perciben a GGGI Perú como un "espectáculo de una sola persona" debido a la intensa participación del representante del país, e incluso desconocen si hay otros miembros de equipo. Esto se debe también al hecho de que en años anteriores se produjeron muchos cambios en la dotación de personal, también como resultado de las políticas de contratación de GGGI. Una alta dependencia de una persona que gestiona la mayoría de los grupos de interés clave y que concentra la mayor parte del conocimiento interno puede tener efectos negativos en la sostenibilidad y continuidad de las actividades en caso de cambios de personal. Además, como GGGI Perú es una entidad relativamente pequeña, necesita aliados fuertes para ser más conocida y escuchada. Una percepción general es que el enfoque principal de GGGI es trabajar con el gobierno nacional, mientras que las relaciones con los gobiernos regionales u otros actores del desarrollo también serían claves para llevar adelante la agenda de crecimiento verde, especialmente en Perú, donde muchas de las responsabilidades de implementación se delegan al nivel regional. Sin embargo, también se reconoce que el equipo en el país es muy pequeño, con un total de tres personas, y que, por lo tanto, la capacidad de establecer relaciones con una amplia gama de interesados es limitada.

Recomendaciones

Basándose en las conclusiones citadas anteriormente, se desarrollaron las siguientes recomendaciones:

Sobre el diseño de proyectos

RECOMENDACION 1: Crear un enfoque estratégico, holístico e integrado a más largo plazo del crecimiento verde y alinear todos los proyectos y actividades con este objetivo general.

El Country Planning Framework (CPF) de GGGI Perú que se desarrolló para 2017-2021 en este sentido es una mejora; establece el apoyo al crecimiento verde del Perú como objetivo general y define paisajes sostenibles, reducción del estrés hídrico y eficiencia energética como las tres áreas en las que se centrará el programa del país. Sin embargo, el documento se encuentra todavía en la etapa de redacción y se deben hacer nuevos esfuerzos para finalizarlo y comunicar la visión estratégica de manera más eficaz a las partes interesadas. El documento de planificación nacional debe incluir un marco de resultados sólido que permita evaluar las actividades y los resultados. La planificación del país también debe ser revisada regularmente (cada 1-2 años) para hacer los ajustes necesarios.

Además, GGGI necesita asegurar procesos eficientes de planificación de proyectos alineados con la planificación del país que considere (1) la identificación de riesgos potenciales y estrategias de mitigación adecuadas para los riesgos, (2) un plan de compromiso con todos los actores relevantes desde el inicio del proyecto y (3) las condiciones locales, necesidades, tiempos y prioridades políticas.

Sobre la implementación de proyectos

RECOMENDACION 2: Buscar una mayor continuidad de los proyectos desde la planificación estratégica hasta el nivel de ejecución.

Un obstáculo importante para la adopción de las estrategias y planes desarrollados son los procesos lentos en el sector público, combinados con cambios frecuentes en el gobierno. Por lo tanto, GGGI Perú debe tratar de abordar estos desafíos, por un lado, continuando el seguimiento con los actores relevantes sobre el estado de los resultados esperados y, por otro lado, centrándose más en la implementación para maximizar el impacto de sus actividades, como también está previsto en el Plan Estratégico 2015-2020 de GGGI a nivel global. Un ejemplo positivo de ello es el apoyo de GGGI al proyecto EcolP, que promovió las prioridades establecidas en la Agenda de Competitividad. Esto demuestra que GGGI tiene el potencial de lograr avances a nivel de implementación, también haciendo uso de recursos financieros propios, para asegurar que los beneficios del cambio de políticas se hagan realidad. En línea con su planificación estratégica a nivel de país, GGGI debe evaluar en qué otras áreas puede apoyar la implementación en las áreas de paisajes sostenibles y agua, avanzando en la agenda del crecimiento verde.

RECOMENDACION 3: Con el apoyo de la sede de GGGI, mejorar el diseño de los proyectos, la supervisión y los enfoques de presentación de informes.

GGGI debería abordar los principales vacíos en sus procesos de diseño de proyectos, supervisión y presentación de informes. El diseño y la planificación deben incluir un análisis sólido del contexto institucional para evitar o mitigar los riesgos que podrían obstaculizar el logro de las reformas políticas previstas. GGGI debería ampliar el seguimiento y la presentación de informes sobre los proyectos más allá del cierre de los mismos (finalización de los productos). Esto ayudaría a GGGI a hacer un mejor seguimiento del progreso de los resultados en la etapa posterior a la implementación y, posteriormente, permitiría que las lecciones clave relacionadas con el logro de los resultados se captaran y compartieran en toda la organización. GGGI debe abordar estas brechas de manera que se minimice la creación de cargas adicionales para su personal, en particular en programas de país con equipos pequeños como en el Perú.

RECOMENDACION 4: Involucrarse más con los niveles internacional, regional y subnacional, y continuar involucrando al personal operativo de los ministerios que se ven menos afectados por los cambios de gobierno.

Dentro de las limitaciones de un equipo de tres personas, GGGI Perú debe hacer un esfuerzo para seleccionar estratégicamente a los actores con los que comprometerse desde el nivel regional y/o internacional, por un lado, para posicionarse mejor y tener acceso a aliados más estratégicos a la hora de lanzar proyectos y movilizar recursos para ellos. Además, un mejor trabajo en red a ese nivel permitiría a GGGI aportar más experiencia internacional en crecimiento verde al país, algo que ya se hizo, pero que fue destacado por varias partes interesadas como un área que GGGI todavía puede mejorar. Por otro lado, el compromiso estratégico con el nivel subnacional en Perú sería especialmente importante para pasar de la fase de planificación a la de implementación de los proyectos. Por último, a la luz de los frecuentes y recientes cambios de gobierno, GGGI debería continuar con la estrategia actual de establecer relaciones a largo plazo a nivel operativo en los ministerios clave que se ven menos afectados por la rotación del personal que tiene lugar con cada nuevo gobierno, a fin de garantizar cierta continuidad y salvaguardar los puntos de entrada. Todos los miembros del personal deben participar en los esfuerzos de crear relaciones con las partes interesadas.

RECOMENDACION 5: Crear una estrategia de comunicación para mejorar el posicionamiento de la marca.

La comunicación externa a menudo se queda corta porque la capacidad del personal de la oficina en el país es limitada. Sin embargo, GGGI Perú debe invertir más en la comunicación de lo que hace para que las partes interesadas obtengan una comprensión más clara de su visión y enfoque. Las herramientas de comunicación también servirán para mantener el contacto con los clientes una vez finalizados los proyectos y mantenerlos informados tanto de las actividades de GGGI como de las últimas novedades en materia de crecimiento verde, algo que desearon varias partes interesadas. Esto se puede realizar a través de un breve boletín informativo que se puede enviar mensualmente o trimestralmente por correo electrónico, o mediante la creación de una página de medios sociales de GGGI Perú, algo que ya hicieron otras oficinas en otros países. Sin embargo, si se crean tales herramientas, es necesario garantizar que se gestionen de forma continua.

1. Introduction

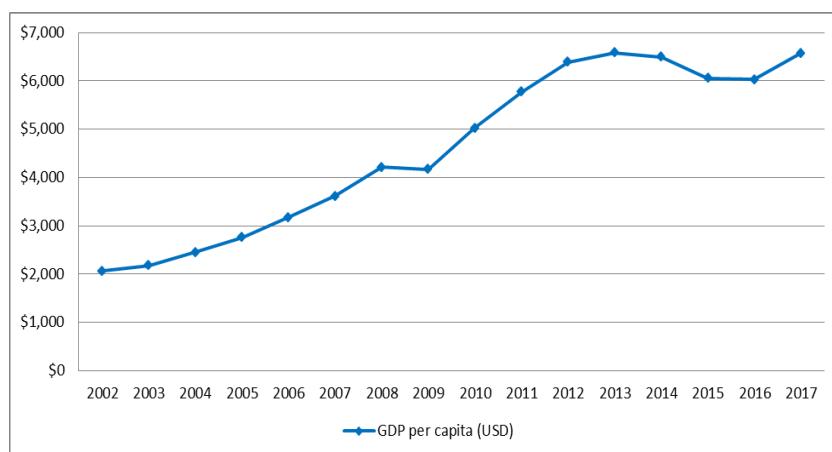
1.1. Peru Country and Program Overview

Peru is the third largest country of South America by geographical area and the fourth largest in terms of population with roughly 32 million inhabitants. About one third of the population lives in the coastal areas (especially the Lima district), and over 75% live in urban areas. Peru is among the most biodiverse countries of the world with a high variety of ecosystems and tropical and subtropical climates, ranging from rainforest and mountain ecosystems to low-lying arid coastal areas. The country faces various risks stemming from natural phenomena such as earthquakes, tsunamis, flash flooding, landslides and volcanic activity, as well as from its high vulnerability to climate change effects.²

Peru's economic, social, environmental and political context

The Peruvian economy is the seventh biggest in Latin America and one of the fastest growing. In the decade before 2013, Peru experienced an economic boom with an annual average GDP growth rate of 6.1 %, mainly due to high prices for the country's main export commodities (especially oil and gas, mining (copper and gold) and agriculture) and the promotion of foreign investment in the primary export sector, as well as growing demand from China³. However, from 2013 onwards, at the time the GGGI country office was created, economic growth slowed down significantly and even declined from 2013-2016 due to falling commodity prices and decreasing export rates. For 2018 and in the medium term, GDP is expected to grow again by approximately 4% annually, although these projections can be affected by external risks such as volatile commodity prices, or natural disasters.⁴

Figure 1: Peru's GDP 2002-2017



² ECLAC-OECD, Environmental Performance Reviews – Peru, 2017. https://read.oecd-ilibrary.org/environment/oecd-environmental-performance-reviews-peru_9789264283138-en#page25.

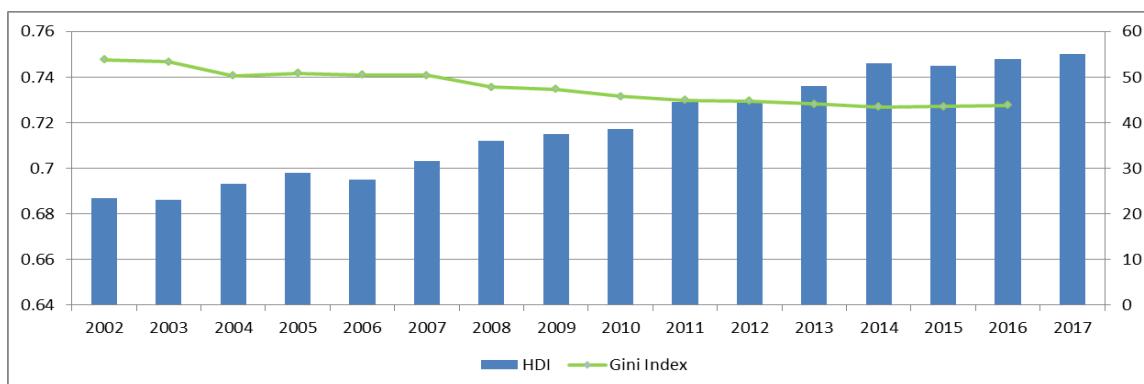
³ Herrera, Javier, Poverty and Economic Inequalities in Peru during the Boom in Growth:2004-14, in: International Development Policy 9/2017, p.138-173, Graduate Institute of International and Development Studies, Geneva 2017. <https://journals.openedition.org/poldev/2363>.

⁴ World Bank Peru Country Overview, <https://www.worldbank.org/en/country/peru/overview>.

Source: Own elaboration based on World Bank data

Peru's growth years before 2013 in combination with an expansion of government social spending also boosted the country's social development, and resulted in a significant decrease in poverty, with a decline of the poverty rate of 26,1 percentage points from 2005 (52,2%) to 2013 (26,1%). As a result, Peru's Human Development Index (HDI) has been steadily increasing – with the exception of 2015 – from 0,736 in 2013 to 0,750 in 2017, placing Peru on rank 89 internationally. However, Peru remains a country with high inequality of income distribution, with a Gini Index of still 43,8 in 2016.

Figure 2: Peru's HDI 2002-2017 and Gini Index 2002-2016



Source: Own elaboration based on UNDP and World Bank Data

In fact, when the HDI value is discounted for inequality, the HDI falls to 0,606, representing a loss of 19,2 %.⁵ There is also a very high in-country inequality in human development among the country's 25 regions, with Lima and a number of other coastal regions showing the highest indices, while regions in the interior, especially in the Amazonas area and along the Andes mountains running from north to south, have significantly lower levels of development. Additionally, a rural-urban divide exists.⁶

As Peru's economic growth is mainly based on resource extraction and mining, it has also come at the cost of natural capital erosion and environmental degradation, putting high pressure on the country's biodiversity and ecosystems. This situation is aggravated by a high degree of illegal mining and logging activities that are difficult to control.⁷

Overall, Peru's contribution to GHG emissions is still low (0,34% of global emissions 2012), but nevertheless increasing, and there are significant national GHG emissions caused by deforestation and land use changes, mainly due to conversion of forest areas to agricultural production areas.⁸

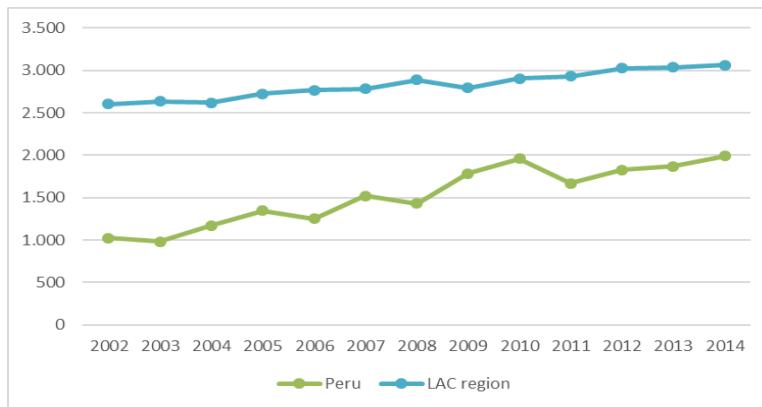
⁵ UNDP Briefing note for countries on the 2018 Statistical Update – Peru, 2018. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/PER.pdf

⁶ Regional HDI data are only available for 2012, but several reports refer to sustained inequalities among population groups and regions.

⁷ ECLAC-OECD, Environmental Performance Reviews – Peru, 2017, p. 27. https://read.oecd-ilibrary.org/environment/oecd-environmental-performance-reviews-peru_9789264283138-en#page25

⁸ Ibid., p. 27-28 and p. 30.

Figure 3: Peru's GHG emissions (metric tons per capita) 2002-2014 compared to LAC average



Source: Own elaboration based on World Bank data

Due to the country's economic dependency on commodities and the accelerated growth over the past years, Peru's main environmental problems relate to:

- ❖ Air pollution, especially in Lima/Callao regions and other urban centers
- ❖ Deforestation and land degradation
- ❖ Water pollution
- ❖ Marine pollution

In addition, the country is vulnerable to natural disasters further aggravated by climate change effects. The OECD calculates that economic losses due to the effects of climate change amount to 4 % of GDP (2003-2013).

The Peruvian government is aware of these challenges and has started to take measures to cope with them. At the international level, Peru has ratified the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol, as well as the Convention on Biological Diversity (CBD) and a number of other international and regional conventions and frameworks related to combat deforestation, desertification, the loss of biodiversity, and the effects of climate change.⁹ Subsequent to the COP20 held in Lima in December 2014, Peru has assumed a series of green growth commitments which included the INDCs, SDGs and readiness for the OECD membership process. Through these commitments, a specific recommendation for OECD membership was to draft a National Green Growth Strategy which aligned current policy efforts in priority sectors and develop a roadmap to mobilize public and private funds for new initiatives that comply with OECD readiness and achieve INDCs and SDGs.

At the national level, the government has also taken initiatives to strengthen its laws, policies and institutions with respect to environmental protection and management and to promote social equity. Key developments include the creation of the Ministry of Environment (MINAM) in 2008 in which environmental responsibilities have been consolidated, along with a suite of environmental laws and specialized agencies such as the National Forestry and Wildlife Service SERFOR and the National Water Authority ANA.

In addition, Peru's Bicentenary Plan 2011-2021 defines economy, competitiveness and employment on the one hand, and environment and natural resources on the other as two strategic key priorities for national development. It promotes an economic growth model that is based on the sustainable use

⁹ Ibid., p. 117-118

and careful management of natural resources and that protects biodiversity, "combining protection with selective measures to promote profitable and sustainable economic activities with high added value".¹⁰

Despite these important developments, in recent years Peru has experienced some political instability and continues to face challenges related to public sector transparency and efficiency that hamper the effective implementation of laws and policies. Main challenges relate to a fragmented party system, weak institutions, and deeply engrained corruption in the country, which has led to several changes in government and a stagnation of reform processes.¹¹ Between 2016 and 2018, the country has had three different presidents, and even more changes at the ministry level – for example, the Minister of Economy and Finance changed five times over this period and the Minister of Environment three times.

Peru Country Program Overview

GGGI has been supporting the Government of Peru (GoP) since 2013, making the Peru country program one of the longest-running programs in the Institute. Since this time, GGGI's relationship with Peru has steadily broadened and deepened. Formal MOUs have been established with five ministries and GGGI is in the process of putting a Host Country Agreement in place to formalize its legal status within the country. Peru formally joined as a member of GGGI in October 2016.

The Peru country program was initially managed by GGGI staff operating from other countries, as no country offices had been established yet in Peru. This changed in April 2013 with the creation of the country office and the hiring of country-based staff.

Since 2013, the country program has comprised of projects in the following areas: forestry, water, green growth, and public sector eco-efficiency. While the first projects on forestry and water have been financed through so-called earmarked budget provided by donor organizations, the financial resources for the eco-efficiency and green growth projects came from GGGI's core institutional budget.¹²

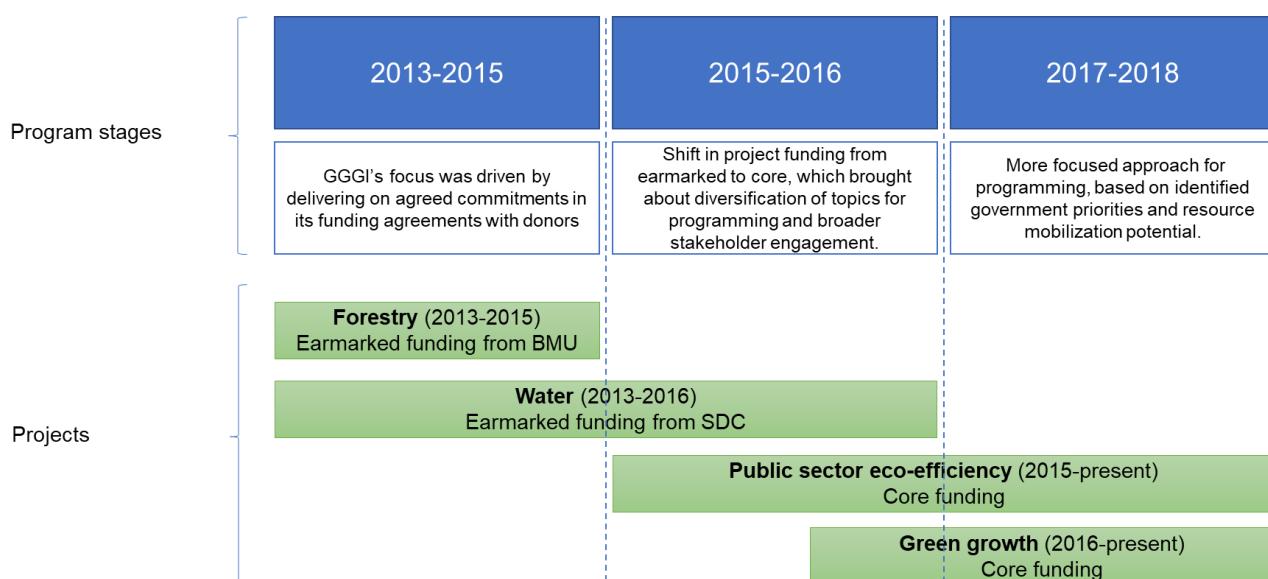
The Peru country program can be described through three main stages in which it has increasingly evolved and matured.

¹⁰ Peru in 2021. Bicentenary Plan, Executive Summary, CEPLAN November 2010. <https://www.ceplan.gob.pe/wp-content/uploads/2013/07/peru2021-bicentenaryplan.pdf>

¹¹ Heuser, Christoph, New President, Old Problems: Corruption and Organised Crime Keep Peru in Crisis, in: GIGA Focus Latin America Number 4, July 2018, https://www.ssoar.info/ssoar/bitstream/handle/document/58004/ssoar-2018-heuser-New_President_Old_Problems_Corruption.pdf?sequence=1

¹² Core and earmarked budgets are the two key financing mechanisms that GGGI works with. According to GGGI's Refreshed Strategic Plan 2015-2020, the organization overall aims to achieve the goal of 30 million USD in core contributions (60%) and 20 million USD in earmarked contributions (40%).

Figure 4: Main stages of the Peru country program



Source: Own elaboration based on GGGI's Evaluation Approach Paper

The years of activity from 2013 to date have coincided with GGGI Work Program and Budgets according to two yearly cycles. Therefore, some of the core-funded projects have used different titles over time. This evaluation, however, will treat these differences as different stages of the same project, with the same or related outcomes.

The country office has three staff members, a country representative and two technical experts. While the country representative has been working at the country office since its creation (first as a technical expert and then as country representative since 2016), the other technical staff has been changing frequently over the years. One of the reasons for this have been short-term contracting policies of GGGI, which more recently have been changed so that now, it is likely that more continuity can be given to current staff members. The country team works closely with the regional representative for Latin America, now based in Mexico, and the GGGI headquarters in Seoul.

1.2. Purpose of the evaluation

GGGI's Impact and Evaluation Unit (IEU) selected the Peru country program for an evaluation in its Annual Evaluation Workplan for 2018. The overall objective of GGGI country and program evaluations is to "inform ongoing improvements and enhance transparency and accountability to members and funders".

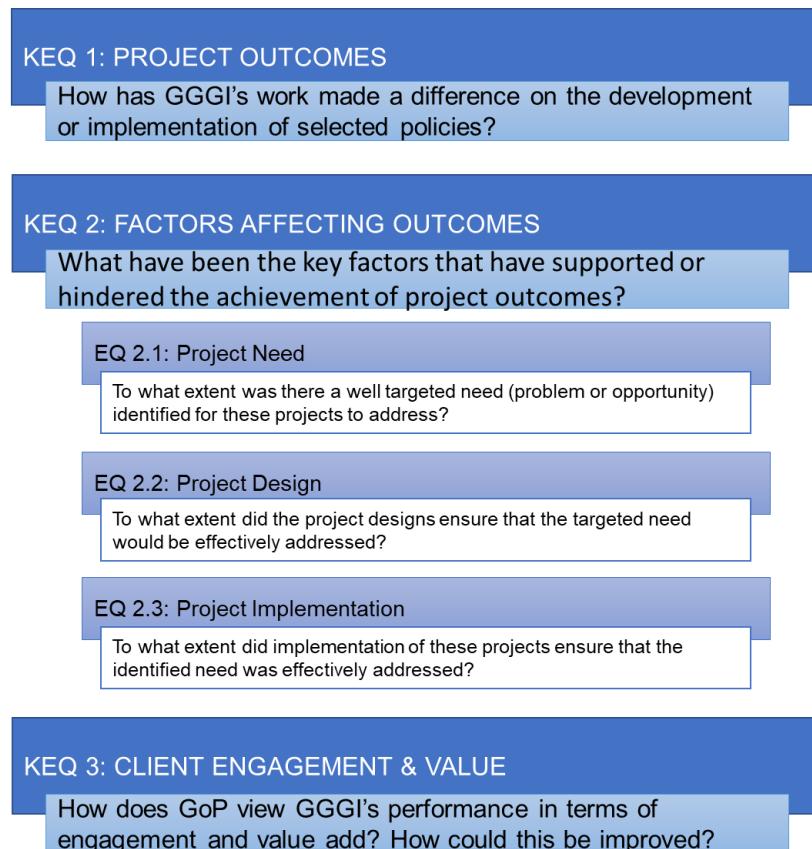
In line with this overall objective, the evaluation focused on selected outcomes of GGGI's Peru Country Program from 2013 to 2018. These will be further specified in the different sections of this report. Overall, the evaluation looked to answer the key evaluation questions (KEQ) outlined in Section 1.3.

The lessons learned from the evaluation will be considered for the planning of future projects. The target audience for this evaluation includes GGGI's Peru country team, as well as relevant units in GGGI HQ who manage policies and systems that influence country programming, operations and effectiveness.

1.3. Key Evaluation Questions

The evaluation was guided by three key evaluation questions (KEQ) and three sub-questions under KEQ 2, as defined by GGGI's Evaluation Approach Paper:

Figure 5: Key evaluation questions



For KEQ1 and KEQ2, the scope of these questions applied to the following selected outcomes:

- ❖ **Forestry:** Whether GGGI has influenced the National Forestry and Wildlife Plan in a direction that moves it closer to concept of green growth
- ❖ **Water:** Whether GGGI has influenced improvements in ANA's approach to prioritizing and mobilizing finance for investments that address Peru's water priorities.
- ❖ **Public sector eco-efficiency:** Whether GGGI has influenced improvements in the development and implementation of relevant parts of the Competitiveness Agenda.
- ❖ **Green growth:** Whether GGGI has influenced improvements in the quality of the National Green Growth Strategy

These key questions have been used to elaborate data collection instruments in the form of semi-structured interview guides that have been used for data gathering with stakeholders.

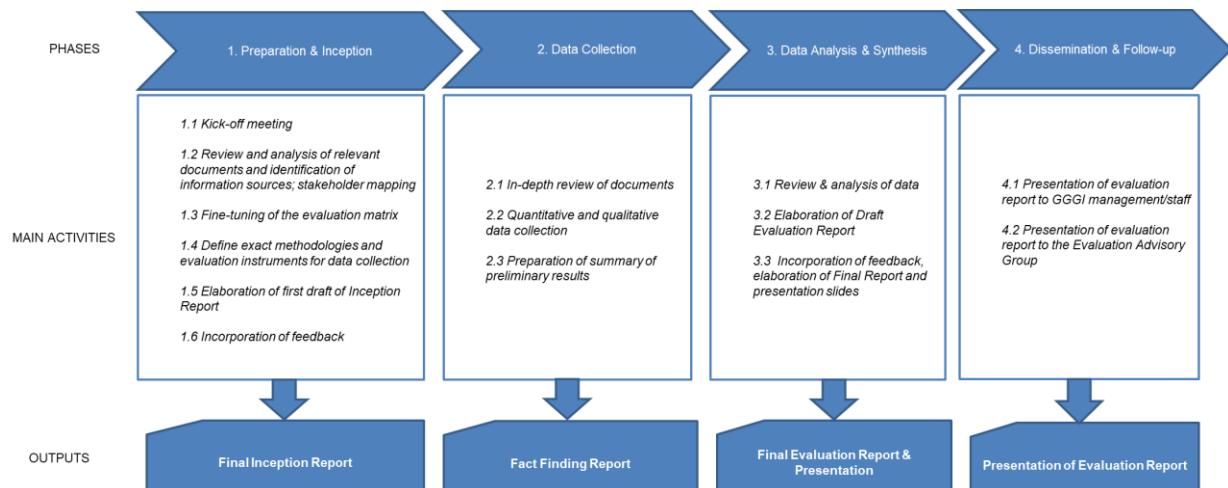
1.4. Evaluation Scope and Approach

The evaluation approach was based on GGGI's Evaluation Approach paper that detailed the methodology to be used. The focus of analysis lies on the extent to which GGGI has achieved (or is likely to achieve) its intended outcomes, the key factors that have either enabled or hindered this, and the quality and value add of GGGI's services. In addition, the evaluation endeavours to collect any

lessons learned and recommendations that can support the planning of future program activities in Peru, and that can also feed in to GGGI initiatives in other countries.

The evaluation has been implemented according to the following methodological phases:

Figure 6: Methodological phases of the Peru country program evaluation



In the analysis, a mix of rigorous methods and techniques has been applied to obtain evidence-based information, involving a blend of qualitative and quantitative data collection and analysis. Findings have been validated through triangulation using: (a) secondary data such as program documents and program monitoring data; and (b) participatory feedback from key stakeholders.

The latter has been collected in semi-structured interviews with 20 key stakeholders during a field visit to Lima in October 2018, as well as through online interviews.¹³

The evaluation also combines elements of organizational, process and program evaluations, taking into account the different phases and the evolving nature of the Peru Country Program implementation, as outlined in the Evaluation Approach Paper.

It thus includes both a summative and a formative assessment of the Peru Country Program by evaluating achievements and results in each phase, per thematic area and for the Program overall, and recommending actions for improvements and program sustainability. Within this overall approach, the evaluation integrates elements of goal-based evaluation, theory-based evaluation, utilization focused evaluation, as well as outcome mapping.

1.5. Limitations

It needs to be highlighted that the evaluation faced a number of limitations regarding the information that could be obtained for analysis:

In the first place, certain weaknesses in GGGI's project planning and documentation caused some information gaps about the planned activities and objectives for the country program overall, as well as for individual projects. This has also been caused by the evolving nature of the country program, with gradual changes of focus and activities of the different projects based on changing government priorities. GGGI aimed to address this challenge by facilitating the Evaluation Approach Paper that includes a retrospective summary of the theories of change and main outcomes and outputs of each

¹³ A complete list of stakeholders that were interviewed is included in the annex of this report.

project, based on what had actually been implemented. Although this is a valid approach, it leads to a higher level of dependency on GGGI self-reporting about what has been done and achieved vs what had been planned, which limits the objectiveness of the evaluation exercise.

In addition, the majority of stakeholders interviewed were from government agencies. Although these were identified as the most relevant stakeholders to consult, a more diverse range of stakeholders could have further enriched the analysis.

This is even more relevant as the consultants also had only a limited access to important documents. While relevant documents were facilitated for the output level of the projects, especially under the forestry and green growth projects the consultants did not have access to the NFWP or the green growth strategy, respectively, which are the main intended outcomes of these projects. The reason for this is that the GoP has not yet finalized and released these policy documents. Thus, it has not been possible to objectively analyze through document review in how far GGGI's support to develop these plans/strategies has been adopted or integrated. Rather, the analysis is based on individual stakeholders' statements and opinions. Only for the eco-efficiency project, a document review at outcome level could be performed.

In this regard, the evaluation of outcomes for the forestry, water and green growth projects is limited to an assessment of the likelihood that GGGI has positively influenced the outcomes or will still do so in the future, based on interviews with key stakeholders.

The following section presents the key findings per project. The analysis is presented in a structure following the key evaluation questions; first presenting an assessment of the extent that the intended results have been achieved, and then analyzing the influencing factors that have contributed to or hindered the achievement of results. Finally, GGGI's client engagement and added value is analyzed.

2. Forestry Project – Key Findings

2.1. Project description

The forestry project started before the GGGI country office was established in 2013, with two scoping missions in Peru. One was conducted in May 2012 and the other in August 2012. Additionally, a working meeting with the government was held in November 2012. During this meeting, GGGI was invited to support the GoP in the development of the National Forest and Wildlife Plan (NFWP).

In recent years Peru has been very active in sustainable forest management and climate change initiatives. In 2013, Peru approved the National Forest and Wildlife Policy (D.S. No 09-2013-MINAGRI) to serve as a guideline for forest and wildlife management at all levels of government. The central pillar of the policy was the 2011 Forestry and Wildlife Law (Law No. 29763), which entered into force in 2015. The NFWP helps to implement the 2013 National Forest and Wildlife Policy and the 2011 Forestry and Wildlife Law at a national level.

- 1 GGGI's support was funded by the German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety (BMUB¹⁴) as part of a larger multi-country program entitled: National Green Growth Plan for Ethiopia and Three Other Countries. The project was implemented by GGGI from April 2013 to December 2015 in collaboration with the German Development Institute (DIE). Budget for the Peru Forestry Project was estimated at \$1,293,000. A total \$1,268,160 was spent.

The Peru Forestry Project sought to achieve two specific intermediate outcomes:

- Outcome 1: Ensure the design of the NFWP embeds objectives, principles and approaches consistent with the paradigm of green growth
- Outcome 2: Ensure effective implementation of the NFWP, particularly on selected priority issues including smallholder land tenure and payment for ecosystem services

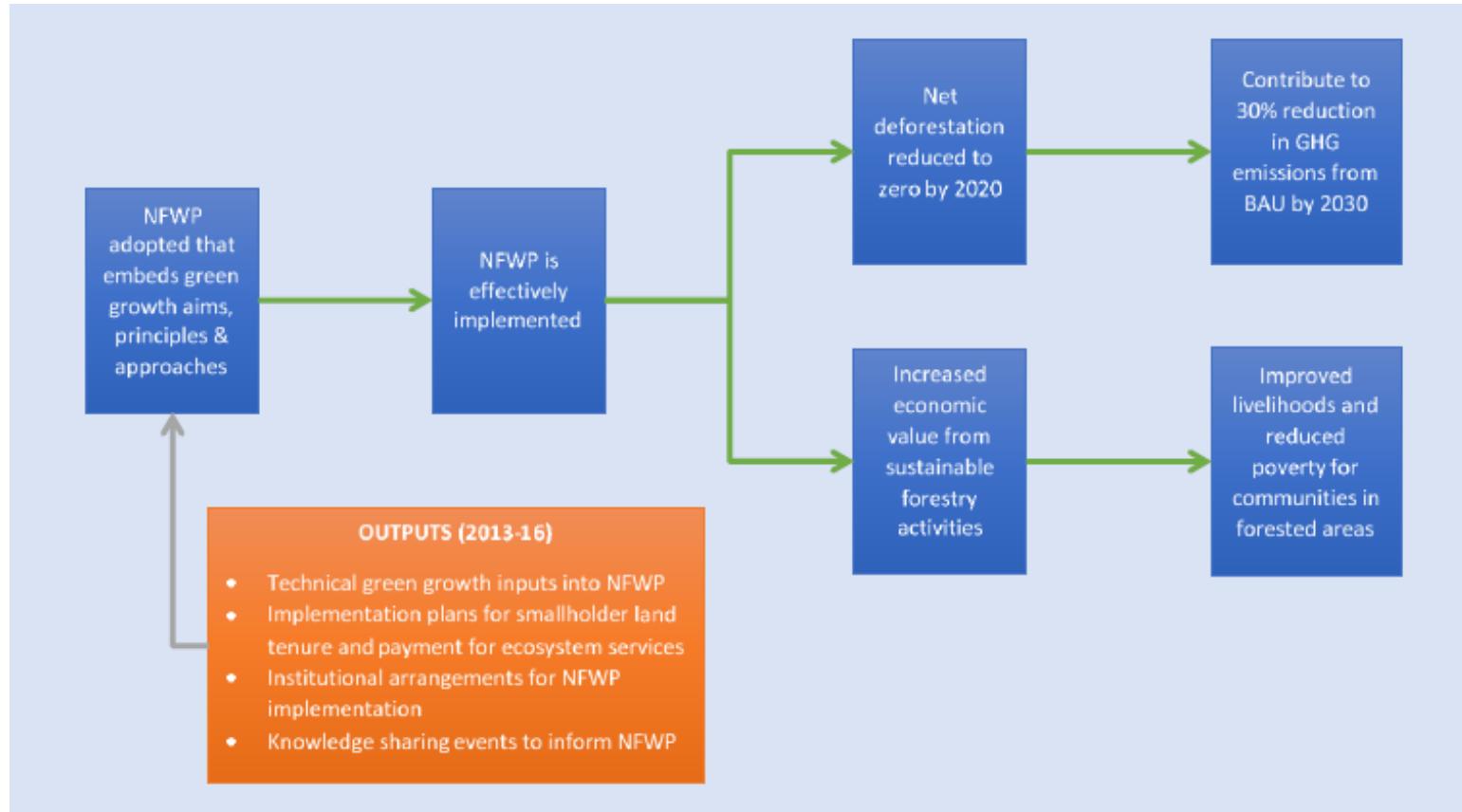
By achieving these outcomes, the Forestry Project would contribute to green growth, defined by the OECD as a "means of fostering economic growth and development while ensuring that natural assets continue to provide the resources and environmental services on which our well-being relies"¹⁵.

The theory of change for the Peru Forestry Project (i.e. the Peru Component of the National Green Growth Plan for Ethiopia and Three Other Countries) is summarized below.

¹⁴ Since 2018 BMUB changed to BMU.

¹⁵ OECD, 2011

Figure 7: Theory of change for the Peru Forestry Project



2.2. Project Outcomes

The central focus of the evaluation is around whether GGGI has contributed to include green growth aims, principles and approaches in the development of the NFWP (i.e. Outcome 1 as depicted in the figure above). This also covers the adoption and implementation of priority actions on land informality. The evaluation of the effective implementation of the NFWP (Outcome 2 as depicted in the figure above) is out of the scope of this analysis because the NFWP has not yet been released by the GoP. Thus, the key question for assessing whether the project objectives have been achieved or not focuses on the development of the NFWP, to what extent GGGI's work has made a difference here and if the assumption proves true that outputs from the project improved the development of the NFWP.

GGGI Outputs

To achieve the intermediate outcomes of the project, GGGI's efforts have focused on four main outputs aligned with the project log-frame: (1) the development of technical inputs to aid in the preparation of the NFWP; (2) the development of implementation plans for the thematic areas; (3) knowledge sharing activities with national and international actors; and (4) institutional support to the National Forest and Wildlife Service (SERFOR) and coordination with the Intergovernmental Group (GI) and other donors. SERFOR is responsible for leading the development and implementation of the NFWP.

Technical inputs for the NFWP

GGGI developed the following technical inputs to support the development of the NFWP: (1) Proposed green growth objectives for the NFWP (September, 2013); (2) Estimation of the economic value of the Peruvian forestry sector (November, 2014); (3) Analysis of existing value chains for timber and non-timber products and opportunities for improvement (June, 2015); (4) Roadmap for the inclusion of Family Farmers in the National Forest and Wildlife Plan Deforestation (date unknown); (5) Ecosystem services and their use in national-level policy (November, 2015); (6) Smallholder producers and their role in deforestation and the forest economy (October, 2015); (7) Social inclusion in the forest sector (May, 2015); (8) Tourism as a strategy for conservation and sustainable development of forests (November 2015). A policy and institutional mapping of the forestry sector (September 2013) and a draft engagement plan (date unknown) were also developed. The engagement plan included a list of key stakeholders to be engaged with when developing the NFWP (including: relevant ministries and levels of government, the private sector, civil society and indigenous peoples), the contributions that each stakeholder type could make as well as the input collection method.

The Terms of Reference for each technical input were developed by GGGI in a collaborative manner together with SERFOR. Most technical inputs were jointly developed between GGGI and other stakeholders with experience in the forest sector (e.g. DIE, World Centre for Research on Agroforestry and The Nature Conservancy) in the period 2013-2015 and are published on SERFOR's institutional website. In 2016, the Executive Director of SERFOR sent a letter to BMUB endorsing the technical inputs for the NFWP delivered by GGGI.

Policy implementation plans for thematic areas

According to the End-of-Year Results Report 2016, GGGI designed two detailed implementation plans: (1) a proposal for a national-level fund for the payments of ecosystem services in the framework of the

NFWP, and (2) legal measures to formalize land of smallholder producers on the forest margins¹⁶. Both of these proposals aim to contribute to reducing deforestation by creating incentives for forest conservation and for slowing the encroachment of the agricultural frontier on primary and secondary forests.

Institutional and inter-ministerial coordination support

The development of the NFWP was led by SERFOR in consultation with an Intergovernmental Group (IG) composed of relevant ministries. GGGI provided institutional support to SERFOR and coordinated with the IG and other donors. It provided strategic planning assistance to SERFOR to help conceptualize the structure and process for the development of the NFWP. It also played a role in coordinating with other relevant agents at the national level (e.g. ministries, donors and NGOs), but did not include regional and local key stakeholders because the government was not ready for such broad consultation. This would have been important because the future of the Peruvian forests rests to a great extent in the hands of local people.

Within the institutional support provided by GGGI, key inputs for the development of the NFWP included: (1) A proposal for the structure of the NFWP based on the National Forest and Wildlife Policy; (2) A plan for key stakeholder involvement and a process for public participation; (3) A draft calendar for the NFWP based on experience of recent participatory forest processes (National Forest and Wildlife Law and Regulation). These inputs formed the basis for SERFOR to present the focus and priorities of the NFWP to other international cooperation entities and the Peruvian government.

Knowledge sharing and capacity building

Two training modules were conducted by GGGI between May and December 2015 with representatives of the GoP, particularly SERFOR, to increase capabilities and to address knowledge gaps identified as part of the planning process. The main activities that were completed include: (1) The development of a roundtable session on Tropical Forests and Green Growth within in the scope of COP 20 in Lima with participation of representatives from Colombia, Peru, the Inter-American Development Bank, and the Director for the International Climate Initiative (IKI) of the BMUB; (2) A workshop in Costa Rica focusing on experiences in the payment for ecosystem services with representations of the governments of Colombia, Costa Rica, Guyana, Korea, Mexico, Myanmar, Nepal and Peru; (3) A workshop with the Colombian and Peruvian government officials to exchange experiences on payment for ecosystem services schemes in collaboration with donors; (4) A workshop with the IG responsible for overseeing the planning process to present the concept of green growth and its applicability to the NFWP, resulting in the definition of the green growth objectives and indicators; (5) Multiple meetings with SERFOR, MINAM and other IG members to present the proposed methodologies and concepts for the NFWP and (6) Joint training by staff from GGGI and The Nature Conservancy for the benefit of SERFOR on the concepts and use of ecosystem services in national level policy planning.

The intended outputs of the project as specified in the log frame have been completed within the envisaged timeframe (i.e. by end of 2015).

¹⁶ A forest margin zone is a transitional ecological community influenced by surrounding ecosystems

Contribution of outputs to develop the NFWP

The NFWP has been developed by SERFOR with support from GGGI, the World Bank and the Japan International Cooperation Agency. Looking at the intended intermediate outcome, the impression of the stakeholders interviewed is that GGGI's inputs in the form of technical analyses were integrated in and were used to develop the NFWP. Although the NFWP was developed with some delays due to a variety of reasons explained below, GGGI thus contributed to the development of the NFWP. Technical inputs provided by GGGI Peru were discussed with SERFOR and other members of the IG, and final versions were submitted to SERFOR and used to incorporate concepts related to green growth. The development of background documents identifying the forestry sector needs, the proposal of green growth objectives to be included in the plan and the development of the stakeholder engagement plan are among the most relevant inputs mentioned by interviewed stakeholders.

This is also acknowledged in the End-of-Year Results Report 2016, which states that GGGI's technical analyses contributed to the development of the NFWP and also other national-level policies that aimed at reducing deforestation, including the National Strategy for Forests and Climate Change (PNBC) and the National Strategy for Smallholder Agriculture (MINAGRI). Therefore, it is likely that GGGI's work will contribute to reach the objectives of the country with regards to green growth as it contributed to important elements of the NFWP development (e.g. the development of the working methodology and the design of the participatory processes).

According to interviewees, GGGI's technical inputs formed the basis and contributed to the preparation of the NFWP but the plan could not be developed before the Forestry Project ended due to a variety of reasons explained below. The Forestry Project ended in December 2015 when funding from BMUB concluded, but GGGI continued working with SERFOR: In 2016, GGGI assisted SERFOR in the preparation of the Terms of Reference for the formulation of the NFWP base document. During 2017, GGGI continued supporting SERFOR in the development of the NFWP as part of the National Green Growth Strategy project.

The plan is now finished – a draft was completed in 2017 and shared for public consultation. Adoption and implementation of the NFWP by the GoP is pending, but the plan is still in the government's agenda and it is likely that it will be adopted in the near future with contributions from GGGI.

2.3. Factors Affecting Outcomes

To find out why intended intermediate outcomes have or have not been achieved it is necessary to look at the different stages of the project, analysing which internal and external factors have enabled or hindered the achievement of the desired results.

2.3.1. Project Need

According to a 2009 map of Peru's vegetation cover, the forested area amounts to 74.2 million hectares. Of this total, 69.9 million hectares corresponds to humid Amazonian forests, 4.1 million hectares to dry forests, and 211,000 hectares to Andean forests. The land covered by forests represented 52.9% of the national territory in 2012, a figure greater than the averages for Latin America and the Caribbean (46.9%) and the OECD (30.5%).¹⁷

¹⁷ OECD (2017) Environmental Performance Reviews. PERU Highlights and recommendations 2016.

The Peruvian Amazon is home to an indigenous population of over three hundred thousand belonging to roughly 50 ethnic groups and fifteen language families. Peru's main forestry issues include deforestation and forest degradation, which are putting livelihood under threat. During the period 2003-2012, the forested area declined by 1.86%. Deforestation in the country's humid Amazonian forest amounted to an annual average of 113,056 hectares between 2000 and 2013.¹⁸ The drivers responsible for most of the deforestation and forest degradation include: unsustainable traditional small-scale farming; medium and large-scale agriculture; and timber and non-timber harvesting. Underlying these drivers are situations of poverty and social exclusion in the Amazon; the relatively low profitability of forest activities compared to other non-forest land uses; limited access to markets for forest ecosystem goods and services, and the growing demand for products from land uses that compete with forest activities like biofuels or industrial crops¹⁹.

Although there are several high-level national forest strategies and various specific forest-related policies in place (e.g. the 2013 National Forest and Wildlife Policy and the 2011 Forestry and Wildlife Law), there are no well-integrated land use planning and regulation instruments and the institutional capacity is limited because jurisdiction over the forestry sector is fragmented.

The project planning documentation (i.e. The National Green Growth Plan for Ethiopia and Three Other Countries – Peru Component) identifies deforestation as an important environmental and socio-economic issue. It also identifies the political recognition in the country of the need to improve forest management through the development and implementation of a national forestry strategy with comprehensive targets (i.e. the NFWP). The need to strengthen coordination among key ministries' work and across international and regional actors is also identified.

The Forestry Project intends to address the needs identified in the project planning documentation. Opinions regarding the need and demand from SERFOR for GGGI's support to develop the NFWP are varied. At the time of project scoping, GGGI received a letter from the Ministry of Agriculture's Directorate for Forest Affairs²⁰ to support a low emissions development plan, which was identified by the IG as the NFWP. A group of stakeholders interviewed stated that there was a clear demand for support from the Ministry of Agriculture's Directorate for Forest Affairs as no robust or comprehensive baseline information existed (e.g. working methods, objectives and targets) that could have enabled the government to start working by itself. Another group of stakeholders that were interviewed believe that there was no demand for GGGI's support to develop the NFWP. According to these stakeholders, at the time when the project was proposed, the government rather needed support to implement the forestry law and not to develop the NFWP. In this sense, GGGI staff was lacking comprehensive knowledge of the forest sector in Peru in order to validate the request for support for the development of the low emissions plan and to request a more rigorous prioritization of activities on the part of the government. This was argued to be the main reason explaining why the plan was delayed and had to be completed at a later stage as part of the green growth project.

2.3.2. Project Design

The project design has been documented in the "National Green Growth Plan for Ethiopia and Three Other Countries" presented to the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMUB), which identifies the project needs, expected outputs to be delivered and

¹⁸ OECD (2017) Environmental Performance Reviews. PERU Highlights and recommendations 2016.

¹⁹ Peru Forest Investment Program.

²⁰ SERFOR was only created in 2014 and therefore did not exist at the time the project started. The Ministry of Agriculture's Directorate for Forest Affairs was the precursor and main counterpart.

outcomes to be achieved. Furthermore, the resourcing arrangements for the projects and the outcome and output indicators are included. Information on the identification of key risks to achieving the project outcomes is also available, but mitigation strategies for some of the identified risks are not mentioned. The log-frame and the work plan show the elements identified in the project document in an understandable and coherent manner, including a project timeframe.

The project design identifies the need to strengthen coordination and to engage all relevant stakeholders. This is ascertained by most interviewees, who stated that GGGI Peru engaged with the correct group of stakeholders for the Forestry Project. However, according to one of the stakeholders interviewed it took some time to do so because when the project started, GGGI only worked with stakeholders from the forest sector. Stakeholders from the agricultural sector are very relevant for sustainable forest management in Peru and should have been integrated from the start. However, they were left aside and only considered at a later stage.

Some of the interviewees argued that poor and unrealistic project design (in terms of aims and objectives, needs and local conditions) was a reason for the project delay. Project design did not consider local conditions, needs nor timings. The project was designed by experts which lacked an in-depth knowledge of the institutional context and the Peruvian forestry sector. They did not know the forestry needs of the country, nor the Peruvian government timings and priorities. For example, at the time of project design the political priority was the Forest and Wildlife Law - which required approval before developing the NFWP – and not the development of the plan. The forest law had to undergo a consultation process with indigenous communities and a national-level public consultation longer than anticipated in the project design. All these factors may have set unrealistic expectations within GGGI about the timing of NFWP adoption. In this context, some stakeholders mentioned that GGGI could have paid more attention to project and work plan design, especially regarding (1) identification of mitigation strategies for potential risks identified that can hindered the achievement of the project outcomes, (2) engagement with all relevant stakeholders from the beginning of the project and (3) consideration of local conditions, needs, timings and political priorities.

Answers from the interviewees regarding GGGI's specific role and goals in supporting the NFWP are contradictory. On the one hand, some stakeholders think that the project roles and objectives were not clear or realistic from the start, and that the project proposal was designed by technicians who were not familiar enough with the country context and thus had unrealistic expectations regarding the government needs and feasible deadlines. Others believe that roles and objectives were clear enough from the start. This apparent contradiction could be explained by the different time periods in which interviewed stakeholders were involved in the Forestry Project: Those involved at the very beginning in 2012/2013 before the GGGI country office was established with staff on the ground that brought in sound knowledge of the Peruvian forestry sector and experience working with government, and those involved when the country office had already existed for some time. The establishment of the country office and the hiring of new staff with previous experience working in Peru is highlighted as a key factor of GGGI's success in contributing to the development of the NFWP.

2.3.3. Project Implementation

According to interviewees, the technical inputs provided by GGGI did not match expectations during the first 6 months of the project. However, this started to change when the current country representative entered the project in 2013 and the leadership was transferred from other locations to

Peru. GGGI Peru reformulated the scope and scale of the project, and integrated the conceptual ideas designed by the previous team in Mexico.

GGGI collaborated with a range of partners in developing technical inputs, including the German Development Institute (DIE) – the project's implementing partner - and the World Centre for Research on Agroforestry (ICRAF). Both partners recognized the importance of GGGI's technical support and cooperation.

Together with the German Development Institute (DIE), GGGI provided high quality inputs until the project term ended in December 2015²¹. After that, GGGI supported SERFOR by making use of its own core funding. In this period, GGGI continued assisting SERFOR with the preparation of the Terms of Reference for the formulation of the NFWP base document. During 2017, GGGI supported SERFOR in the development of the NFWP as part of the National Green Growth Strategy project by providing strategic advice and details to start preparing the NFWP. It also produced a series of sound technical inputs that have contributed to the development of the NFWP. In this sense, all interviewees were of the opinion that the technical capacity and strategic vision of the GGGI team have been a key factor for the organization's success.

Interviewees also highly appreciated GGGI Peru's responsiveness and adaptability to changing situations. GGGI is perceived as an organization that does not impose its predefined implementation plans but instead adapts to the evolving needs of the government. This was not the case in the first months of the forestry project, but GGGI's adaptability and the way of working have gradually changed.

GGGI's flexibility was also valued regarding the extension of the project period, first through the additional six months extension under BMUB, and then through GGGI's own engagement to continue working on the NFWP. It was highlighted by the interviewed stakeholders that projects that are progressing well and showing good results should obtain a financial extension once the envisaged initial financing is spent. Although GGGI has little control over this when it comes to earmarked funding, this was the aim of GGGI Peru's decision to use its core funds to extend the work with SERFOR once earmarked funds ran out. This enabled GGGI to continue supporting SERFOR in the development of the NFWP as part of the National Green Growth Strategy. The further cooperation was also formalized by a Framework Cooperation Agreement signed between GGGI and SERFOR in June 2016 to enhance collaboration on the development of planning instruments for the implementation of Peru's National Forest and Wildlife Policy. The allocation of core funds to ensure continuity of activities has been a crucial decision by GGGI that enabled it to stay engaged with SERFOR and to make sure that the outputs previously produced were used in the development of the NFWP.

2.3.4. Conclusions and recommendations

Conclusions

KEQ1: How is GGGI's work making a difference on the development of the NFWP?

²¹ This end date already included a project extension of six months granted by BMUB for GGGI to better align with government priorities.

FOR-C1. GGGI's technical inputs were recognized to be of high quality. They formed the basis and contributed to the preparation of the NFWP. The development of background documents identifying the forestry sector needs, the proposal of green growth objectives to be included in the plan and the development of the stakeholder engagement plan are among the most relevant inputs mentioned by interviewed stakeholders.

FOR-C2. The NFWP was not developed during the envisaged project timeframe due to a variety of reasons including government priorities that did not match with the project priorities at the time that GGGI developed the Forestry Project. GGGI's flexibility regarding timings and its adaptability to government needs over course of the project have ensured continuity and contributed finally to the integration of green growth aspects into the NFWP. At the time of the evaluation, the NFWP had yet to be finalized and released by the Government. However, it is likely that it will be adopted in the near future with contributions from GGGI.

KEQ2: What have been the key factors that have supported or hindered the contribution of GGGI to the preparation of the NFWP?

2.1 Project Need

FOR-C3. The project as such responded to a well identified need to support the GoP in tackling pressing challenges related to the forest sector, including environmental degradation due to deforestation, land use change and unsustainable agricultural practices, as well as a lack of land use planning and regulation instruments and weak institutional capacities to deal with these issues.

2.2 Project Design

FOR-C4. The project design itself coherently identified the project needs, expected outputs to be delivered and outcomes to be achieved. Information on the identification of key risks to achieving the project outcomes was integrated, but mitigation strategies for some risks are missing. The main weakness of the project design was the defined timeline that did not anticipate the local context including long consultation processes, and thus was unrealistic from the start.

2.3 Project Implementation

FOR-C5. Stakeholders that were involved in the project before the Peru country office was created have a more negative perception on the project implementation, especially regarding the definition of objectives and roles, while stakeholders that participated after the creation of the country office see the implementation more positive. In this regard, having a respected country representative with sound technical and soft skills and good knowledge of the local context was a key factor for GGGI's success in contributing to the development of the NFWP. Conversely, it seems clear that not having an in-country presence and trying to implement the project remotely from other countries did not work well.

FOR-C6. In the implementation process, stakeholders highlighted GGGI's capacity to listen and adapt to changing situations and priorities as one of the main success factors. A well balanced mix of patience and flexibility combined with the provision of strategic advice and leadership to move forward has worked well to overcome challenges and to achieve the intended outcome.

FOR-C7. GGGI engaged with the correct group of stakeholders, although it took some time to do so. When the project started, GGGI worked just with stakeholders of the forest sector, while other important stakeholders, e.g. from the agricultural sector should also have been integrated from the start. This was only done at a later stage.

FOR-C8. After the end of earmarked funding, the allocation of core funds to ensure continuity of activities has been a crucial decision by GGGI that enabled it to stay engaged with SERFOR and to make sure that the outputs previously produced were used in the development of the NFWP.

Recommendations

FOR-R1. To ensure an effective uptake of GGGI's work under the forestry project by the GoP, GGGI should continue liaising with SERFOR and other relevant government agencies to follow up on the adoption of the NFWP by the GoP and to identify further areas for collaboration that move into the implementation of the plan. To this end, GGGI should also consider working with the subnational government level.

FOR-R2. For future project design, GGGI should make sure to adequately consider (1) identification of potential risks and adequate mitigation strategies for risks, (2) engagement plan with all relevant stakeholders from the beginning of the project and (3) local conditions, needs, timings and political priorities.

FOR-R4. The above is even more important when working with earmarked funding, so that donors have clear and realistic expectations about what can be achieved within a set timeframe. While earmarked funding is and will remain an important and even growing part of GGGI's budget, it is a good idea to use core budget wisely to ensure the sustainability of project results, especially in projects that face challenges to be concluded within the donor funding period.

3. Water Project – Key Findings

3.1. Project Description

Water resources in the Peru are abundant in the eastern part of the Andes (the Amazon region) and scarce in the coastal area. Arid coastal regions support more than half of the country's population and the most significant economic activities²². Since 2000, a number of water reforms have been carried out across Peru, including the National Water Resources Management Strategy (2004) and the Water Resources Law (2009). To support the 2009 Law, in 2013 the National Water Authority ANA developed the National Water Resources Plan 2015-2035 (PNRH). The PNRH, adopted via Supreme Decree in 2015, identified the programming priorities and water projects that would need to be developed in Peru to achieve the objectives of the Water Resource Law and the National Water Resources Management Strategy. The plan also identified the investment needs of those projects, estimated at US\$ 45 billion.

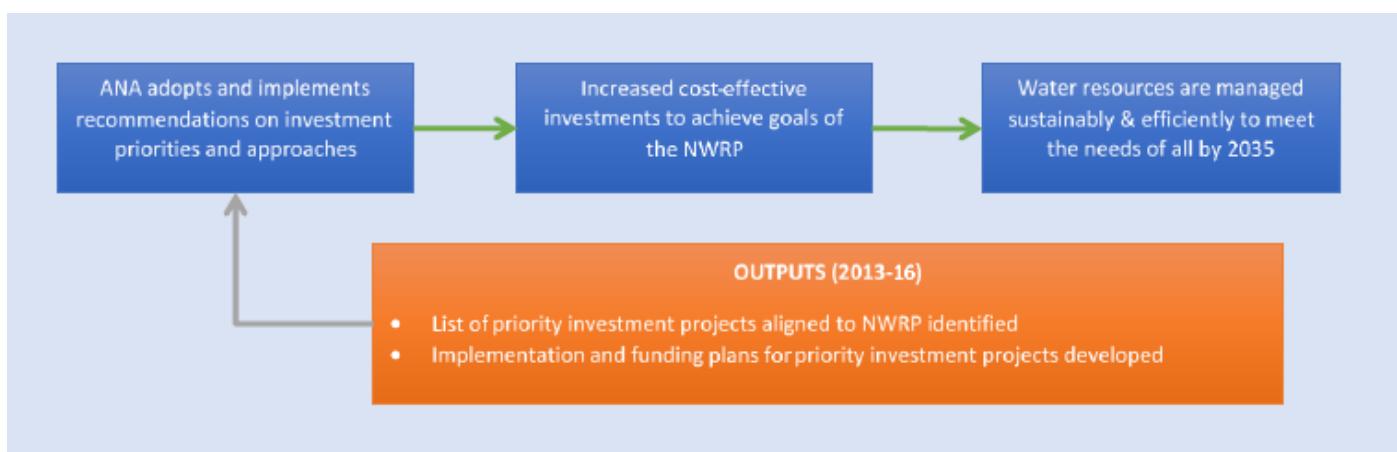
Within this context, during a mission conducted in 2012 GGGI identified the opportunity to support ANA to promote public and private investment in Peru and subsequently developed the water project. The project ran from 2013 to 2016 and was financed by earmarked budget provided by the Swiss Agency for Development and Cooperation (SDC). The project was implemented by GGGI jointly with the 2030 Water Resources Group (2030 WRG).

The Peru Water Project sought to achieve the following specific outcome:

Outcome 1: To mobilize additional investments aligned to the goals of the National Water Resources Plan.

The ToC for this project is shown below.

Figure 4: Framework based on the GGGI Peru Evaluation Approach Paper



²² OECD (2015) Water Resources Allocation: Sharing Risks and Opportunities, OECD Studies on Water, OECD Publishing.

3.2. Project Outcomes

The central focus of the evaluation is on analyzing in how far GGGI Peru has influenced improvements in ANA's approach to prioritizing and mobilizing finance for investments that address Peru's water priorities.

In this sense, the key question for assessing whether the project outcome has been achieved or not, focuses on the contribution made by the project to increase private sector investments to support investment needs identified in the National Water Resources Plan. The intention is to find out to what extent GGGI's work has made a difference in this regard and if the assumption proves true that outputs from the project contributed to increase private sector investments.

GGGI Outputs

The intended long-term outcome of the water project was to increase private sector investments to support the implementation of the National Water Resources Plan. To contribute to this outcome, GGGI's efforts have focused on three main outputs aligned with the project log-frame: (1) the analysis of the financial instruments available at international and national level in order to promote private, public and civil society investment in the water sector; (2) the prioritization of the Peruvian water sector projects and investment needs identified under the National Water Resources Plan; and (3) the development of funding plans and roadmaps to implement the prioritized projects.

Analysis of the financial instruments available

The Peru National Water Resources Plan (PNRH) developed by the National Water Authority (ANA) with the support of the World Bank and the Inter-American Development Bank (IDB) was adopted via Supreme Decree by the Government of Peru in 2015. The Plan identified structural and non-structural measures in the water sector that should be implemented in the short, medium and long term. The investment needs were estimated to be \$ 45.7 billion from 2015 through to 2035. In 2015, GGGI analysed the financial instruments available at the international and regional level in order to promote private, public and civil society investment in the water resources sector. The report identifies national and global best practices and financial instruments to finance investments in the Peruvian water sector. The final aim of the study was to develop financial solutions that would enable the water projects identified under the PNRH to be implemented.

Prioritization of the Peruvian water sector projects

In 2014, the 2030 WRG prepared the study "Hydro-Economic Analysis and Prioritization of Water Resources Initiatives in Peru". This study examined projects along the Peruvian coast identified within the PNRH and prioritized those projects that were considered viable from a cost-benefit perspective and beneficial from a social and environmental impact perspective. From an initial list of 2,303 projects, 230 priority investment opportunities by means of a multi-criteria approach combining hydro-economic analysis with political, environmental and social impacts were identified by the 2030 WRG.

Development of funding plans and an implementation roadmap

In 2016, GGGI complemented the work undertaken by the 2030 WRG by conducting an in-depth analysis of the list of 230 investment opportunities. GGGI generated a list of priority investments and conducted an in-depth analysis of the top 50 investments, identifying the stakeholders involved, timeframes, and estimated costs for getting the investments ready for implementation. The top 50

investments list was further reduced and a roadmap was developed to promote the implementation of the top 30 investments of the National Water Resources Plan and the Water Resources Management Plans in pilot basins. The roadmap contains the financing needs to implement the investments as well as an annual schedule of investments.

The implementation roadmap was endorsed by the Government of Peru in 2016.

Contribution of outputs to increase private sector investments

Two stakeholders from ANA were interviewed in relation to GGGI's water project²³. Their views to whether GGGI's outputs contributed to mobilising the investments within the water sector focus on different aspects of GGGI's work. One stakeholder stated that GGGI clearly contributed to mobilising investments in the water sector through the study on financial instruments that enabled ANA and other relevant stakeholders to have a clear picture of all instruments available to finance the top priority projects identified by GGGI. Meanwhile the other stakeholder stated that GGGI's main contribution was the development of the roadmap for the implementation of the top investments, which has as much value as the ability to mobilize financing. This stakeholder also acknowledged that mobilization of financial resources is not part of ANA's role.

No evidence has been found by the evaluators that GGGI's work has effectively led to the mobilization of investments. However, interviewed stakeholders also mentioned that implementation in the Peruvian public sector takes a long time, and that the inputs developed by GGGI will still be useful in the future because they enable to identify both priorities and financial sources.

3.3. Factors Affecting the Outcomes

To find out why the intended outputs and outcomes have or have not been achieved it is necessary to review the different stages of the project - from project need identification, over project design, to project implementation - and to analyse which internal and external factors have enabled or hindered the achievement of the desired results.

3.3.1. Project Need

Peru has abundant water resources, but distribution is uneven.²⁴ The Amazonian watershed has an abundant availability of water, while water resources along the Pacific coast, where most of the country's population lives, are only scarce and often also contaminated. Main challenges that further aggravate this situation are increasing urbanisation, climate change impacts and surface water pollution. Oftentimes, water utilities are small and financial management of operations is poor, with water charges that do not cover costs. This has negative effects on the quality of the water supply and wastewater management.²⁵ Although the last decade has seen significant progress in water monitoring, quality and treatment, the improvement and long-term security of the water supply is still a political priority of the Peruvian government.

²³ Another stakeholder relevant to the water sector was interviewed, but not in relation with the specific outputs related to this water project so their views are only considered for more general issues.

²⁴ OECD, 2016

²⁵ GIZ (2018) Water sector reform in Peru: PROAGUA II.

Although access to water has increased in Peru, lack of access to water is still primarily a problem in the central and north-eastern regions of the country.²⁶ In 2012, 32% of wastewater was being treated in the country up from 21% in 2003, so there is still significant room for improvement. Water quality is monitored in 98 of the country's 159 hydrographic basins. However, more than 40% (41 of 98) of the basins monitored do not meet environmental quality standards²⁷. The main factors behind the decline in water quality are the lack of wastewater treatment, industrial and mining pollution, and the use of agrochemicals. Over the period 2003-2013, the environmental quality of coastal waters declined to varying degrees, depending on the zone.

The project planning documentation "Proposed SDC-GGGI Strategic Water Partnership" recognises the water - green growth nexus as one of GGGI's working priority areas. The documentation also identifies a number of reasons why this nexus is important in countries like Peru, where it identifies an opportunity to work with national and local authorities to prioritize investment needs that contribute to the achievement of the goals in the National Plan for Water Resource Management and the development of plans that secure financing.

In this regard, the project responds to pressing needs of the country to improve the management of water resources and the water supply especially in the dry coastal areas of Lima province. Stakeholders interviewed also confirmed that there was a clear need from ANA's side for GGGI's support to help mobilize investments for projects identified under the NWRP.

3.3.2. Project Design

A brief project design has been documented in the "Proposed SDC-GGGI Strategic Water Partnership", which identifies the project needs, expected outputs to be delivered and outcomes to be achieved with regards to the prioritization of investments and a roadmap development.²⁸ Furthermore, the resourcing arrangements for the project are included. However, no technical or institutional analysis is undertaken and there is no mention with regards to the financial instruments mapping exercise. Information on the identification of key risks for achieving the project outcomes and mitigation strategies is not available. Likewise, the MoU between ANA and GGGI sets the framework of cooperation but does not specify the work to be carried out.

According to the interviewed stakeholders, the project was planned between GGGI and ANA and attended ANA's needs. Clear and specific terms of reference have been designed for each output to be developed and delivered to ANA. However, the evaluators did not have access to these documents and thus were unable to further analyse the project design. One of the stakeholders interviewed stated that the project should have also worked with regional governments, and not just with the national government, because they are the most relevant stakeholders if projects are to be implemented in the field. Peru has recently seen a decentralization process in which the bulk of environmental responsibilities have been transferred from the Ministry of Environment to the subnational and local authorities.²⁹ In addition, it has been mentioned that ANA is a politically weaker institution with little implementing power, and it could be questioned whether it was the right partner

²⁶ OECD (2016)

²⁷ ANA, 2015

²⁸ In this project document, Peru is part of a larger project that also includes GGGI projects in India, Ethiopia and the Mekong River Delta.

²⁹ OECD, 2016

at all for this project. This calls for the necessity to conduct a sound stakeholder analysis at project design stage to engage with the right partners for achieving the intended outcome.

3.3.3. Project Implementation

The quality of the outputs provided by GGGI or via other partners that GGGI has worked with has received positive valuation from the interviewed stakeholders. In this sense, the technical capacity of GGGI Peru is viewed as a key factor for the organization's success. Interviewees also acknowledged that the outputs are useful for mobilizing project financing, in the sense that they have enabled regional governments to (1) know which project has the highest priority and (2) gain a clear picture on possible funding sources. However, they also stated that outputs have not yet mobilized financial resources, as ANA's responsibility is related to policy design and planning and not to implementing projects. In Peru, regional governments are deemed responsible for developing and implementing water projects.

It is thus clear that, working to bridge issues between national and regional governments as well as increasing the latter's capacity for project development would have been a more complete approach in mobilizing and implementing projects in the field. This issue would indeed apply to any activity in Peru as the national government is not always responsible for project implementation in the country.

The stakeholders that were interviewed appreciate GGGI Peru's responsiveness and adaptability to the changing situations in the country. This, together with the high technical capacity of the GGGI team, is considered by the interviewees as a key factor for success of an organization considered by them to be quite powerful and very focused on green growth. Due to this perception, interviewed stakeholders expressed that they would like to continue working with GGGI on other issues, including the alignment of national water policy with international commitments (Sustainable Development Goals, etc.). Outside of the water project under evaluation, GGGI has already worked with ANA on the alignment of its operational plans with international commitments, but not in relation to the PNRH. From the views of the interviewees, the work developed on the alignment of national water policy with international commitments was carried out efficiently, with very satisfactory results and using a technically sound and consistent method that could be replicated in other areas.

3.3.4. Conclusions and recommendations

Conclusions

KEQ1: Has GGGI's work made a difference on the mobilization of additional investments aligned to the goals of the National Water Resources Plan?

WAT-C1. GGGI's efforts focused on the development of outputs aligned with the project planning. All outputs were completed by the end of the project deadline, with high technical quality and to the full satisfaction of consulted stakeholders. ANA would like to continue working with GGGI. The alignment of national water policy with international commitments has been identified as an area of interest.

WAT-C2. No evidence has been found that GGGI's work has yet been used to implement water projects in the field, as ANA's responsibility is towards policy design and planning and not towards implementation. However, implementation in the Peruvian public sector takes a long time and consulted stakeholders were of the opinion that GGGI's outputs will still be used in the future to

enable regional governments to identify both priorities and financial resources for investments in water infrastructure.

KEQ2: What have been the key factors that have supported or hindered the mobilization additional investment by GGGI?

2.1 Project need

WAT-C3. The project did identify Peru's most pressing challenges regarding the management of water resources, access to water, and the linkages to green growth. In addition, interviewees stated that there was a need and demand from ANA for GGGI's support to help mobilize investments for projects identified under the NWRP. This need had already been identified by GGGI in the water project planning documentation.

2.2 Project design

WAT-C4. Only a very basic project planning exists which identifies the project need, expected outputs and outcomes with regards to the prioritization of investments and a roadmap development, but there is no information with regard to the design of the financial instruments mapping exercise. The resourcing arrangements for the projects are included, but no more in-depth technical or institutional analysis has been undertaken that would identify relevant stakeholders to include.

2.3 Project implementation

WAR-C5. Consulted stakeholders were highly satisfied with the way that GGGI coordinated and implemented the project and valued the very good technical expertise, the strategic vision as well as the relationship management of GGGI.

WAT-C6. The weak project design may have caused a lack of consideration of other stakeholders to work with in the project besides ANA, which according to some interviewees might not have been the most adequate partner to ensure the implementation of GGGI's investment plan and roadmap. Working to bridge issues between national and regional governments as well as increasing the latter's capacity for project development would have been a more complete approach in mobilizing and implementing projects in the field.

Recommendations

WAT-R1. GGGI should aim to produce more detailed project documents that include a sound technical and institutional analysis as a basis for identifying most adequate partners to work with. Throughout project implementation, project planning and monitoring should be more rigorously applied and systematically documented to ensure proper knowledge management that can serve future staff to learn and better plan new projects.

WAT-R2. GGGI should build on the good work done in the water area and further engage with the GoP to push for implementation of the developed investment priorities and roadmap. This could be done by providing further technical assistance for implementing a pilot investment project, and potentially scaling up in the future.

WAT-R3. Further engagement with the right partners is needed to really use the technical outputs produced to mobilize investments for the implementation of water projects in the field. This issue would indeed apply to any activity in Peru as the national government is not always responsible for project implementation in the country.

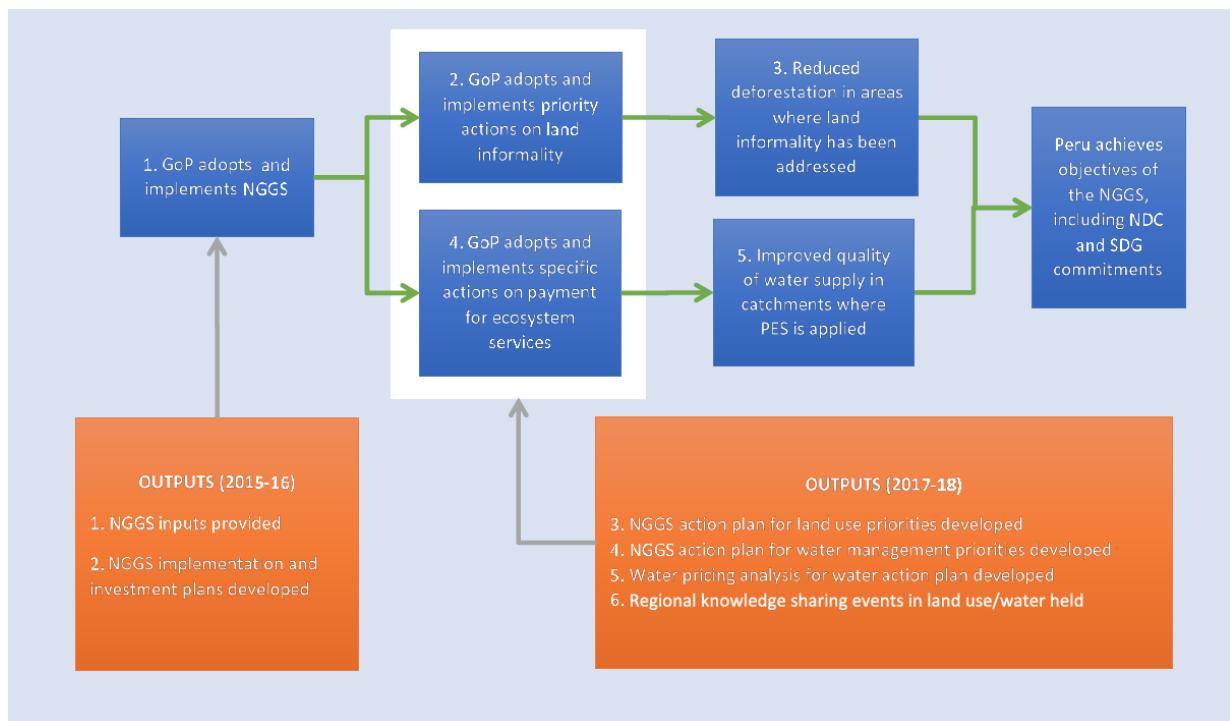
4. NGGS Project – Key Findings

4.1. Project Description

The GoP requested GGGI support in late 2015 to design a National Green Growth Strategy (NGGS) in response to its international commitments regarding the climate change agenda, influenced by the request from Peru seeking to become a member of the OECD, and the NGGS being one of the commitments that Peru made in order to meet the requirements for OECD membership. The NGGS project was subsequently developed in 2016 for the period mid-2016 until the end of 2018.

It is structured around five strategic outcomes and a total of six outputs, as shown below.

Figure 9: Framework based on the GGGI Peru Evaluation Approach Paper



4.2. Project Outcomes

This chapter focuses on Outcome 1 - NGGS and implementation arrangements are adopted and implemented. It therefore analyzes whether GGGI has influenced improvements in the quality of the National Green Growth Strategy. In order to do so, it will also take into account Output 1 (Technical inputs to develop the NGGS) and Output 2 (Technical inputs to implement the NGGS) as the two key technical outputs that aimed to achieve the overall goal. The other higher level outcomes and the related outputs 3-6 as depicted above are out of scope of this evaluation as they depend on the NGGS being passed first so it is premature to evaluate them.

GGGI Outputs

It can be confirmed that there have been significant direct contributions from GGGI to the development and articulation of the NGGS. Such contributions were provided directly to MEF, MINAM and other participating ministries to help design the NGGS in an effective and articulated way. As the GGGI evaluation approach paper accounts, and confirmed by interviewed stakeholders, the major contributions include the following:

Under Output 1, GGGI provided a number of technical inputs to develop the NGGS. These include 1) Diagnostic exercise using GGGI's Green Growth Potential Assessment (GGPA) tool, which helped to identify areas of relative 'strengths and weaknesses', along with suggested priority sectors and issues to focus on; 2) Logical framework proposal to include objectives, indicators and targets on a NGGS framework; 3) Detailed analysis to identify existing activities in the 5-year and 3-year forward planning documents of 12 government agencies that are aligned with the NGGS, and map these to the major themes of the strategy; 4) Standard analysis required of all new policies, including justification for the NGGS and diagnosis of the 20 overall problem(s) to be addressed; 5) Workshop co-organized by GGGI and KOICA to share lessons with other countries involved in developing green growth strategies.

In addition, GGGI also provided technical support to draft the NGGS document.

Furthermore, in terms of technical inputs provided for the NGGS implementation, as Output 2 states, the following deliverables were acknowledged to have been provided: 1) 50 stakeholder interviews across 12 sectors to identify priority measures that the NGGS should focus on; 2) 2-year implementation plans for 12 priority measures for the NGGS; 3) Assessment of options for financing implementation of the NGGS, including from within public budgets, international sources of financing and competitive fund options.

Contribution of outputs to develop the NGGS

Interviewed stakeholders confirmed that GGGI's technical inputs were of high quality and crucial for the development of the NGGS document. However, stakeholders also highlighted that the process of drafting the NGGS was led by MINAM and although GGGI provided substantive support, it cannot be exactly identified to what extent GGGI contributed to its formulation because GGGI's inputs were submitted as background information and as the document is still in draft status, it is difficult to say what the final version will look like. Nevertheless, interviewees acknowledged that studies and other technical inputs from GGGI helped to identify and prioritize relevant topics for the NGGS.

Furthermore, stakeholders valued the good ideas and methodologies provided by GGGI, for example the GGPA or the mapping of financing options.

The most important GGGI contributions that were mentioned by stakeholders were the consultative process that involved a broad range of stakeholders from different sectors, the prioritization of topics for the NGGS, as well as the strategic guidance provided on the process for developing the strategy. It was also positively mentioned that GGGI brought international experience to Peru that enriched the discussions and provided important learnings. In this regard, some stakeholders expressed that GGGI could leverage its international expertise and contacts even more to provide knowledge exchange and best practice experience especially from the Latin American region that can serve as a benchmark and as inspiration to the GoP.

In addition, overall, stakeholders from MINAM and MEF valued the mediator role that GGGI took in facilitating collaboration between the two ministries that usually do not have very close working relationships.

According to interviewees, the NGGS was finalized in December 2017. However, in early 2018, a change in government took place which brought about a change of priorities, so that the strategy has still not been endorsed by the GoP. When interviews with stakeholders were conducted for this evaluation (October 2018), the current status was that the adoption of the NGGS is on hold and the MEF is seeking to integrate both green growth and eco-efficiency aspects into the new Competitiveness and Productivity Plan that was under development at the time. Stakeholders that worked on the Competitiveness and Productivity Plan confirmed that the outputs provided by GGGI will be of great value for doing so. However, they could not say specifically yet which elements will be adopted. According to one key stakeholder, this is because the process for developing the Competitiveness and Productivity Plan will be preceded by the development of a Competitiveness and Productivity Policy. This step has been identified as necessary due to the political instability that Peru faced in recent years. Several government changes posed a threat to the continuation and sustainability of initiatives, including the ones that GGGI was involved in. To avoid that in the future, changes in government can cause a change of priorities related to green growth initiatives, the development of a Competitiveness and Productivity Policy that integrates green growth aspects is seen as a key measure to endorse certain objectives that cannot be amended or dropped once government changes.

4.3. Factors Affecting Outcomes

In order to identify which factors have hindered or enabled the achievements of results, the analysis will look at the project need, design and implementation.

4.3.1. Project Need

As already mentioned in the Peru country overview of this report, Peru faces a number of environmental challenges and is vulnerable to climate change effects that put the country's sustainable development at risk. The cost of environmental damage for economic growth was estimated to be around 4% of GDP 2003-2013. Furthermore, Peru's high vulnerability to climate change is likely to exacerbate, with future economic losses due to climate change estimated to be around 15% of GDP for the overall period 2010-2100.³⁰ It is safe to confirm that Peru has not yet succeeded in decoupling economic growth and environmental degradation and thus, a NGSS is strongly needed to promote a strategic transition towards a more effective sustainable and green economic growth.

One of the main drivers for developing the NGGS was to meet the requirements for OECD membership. This also implied responding to Peru's National Development Plan and the Bicentenary Plan 2011-2021. In this sense, the GoP's request to GGGI to support with the NGGS development was well aligned with GGGI's mission to support member countries put in place the policies needed to help them transition towards a green growth model of development, while at the same time

³⁰ OECD 2016

responding to Peru's needs for complying with its international commitments and national development priorities.

One interesting turning point related to the regulatory framework and policy enabling environment is the fact that in 2016, Peru passed a Supreme Decree which made the action plan developed to address the recommendations on how to design the NGGS legally binding. This obviously confirms not only the legal need to respond to the design of the NGGS, but also how important it is that the GoP prioritizes the design of the NGGS and engages all relevant stakeholders in a coherent action plan that guarantees its implementation.

4.3.2. Project Design

A lack of project planning documentation for the years 2016 leads to scarcity of information regarding the exact activities and outputs planned for this period. Some incomplete information exists in the end of year report for 2016. A sounder planning process for 2017-2018 led to the general log frame designed by GGGI Peru for the National Green Growth Strategy (NGGS) that is structured around three general outcomes and seven specific outputs and framed around a series of implementation activities. To compensate for the incomplete information available for the overall project period, the GGGI Peru Evaluation Approach Paper elaborated by GGGI's Impact and Evaluation Unit retrospectively created an adapted framework approach for the NGGS project as depicted under section 4.1.

According to interviewed stakeholders, the project design was appropriate to achieve the intended results. Objectives and roles were clearly defined and all relevant stakeholders were involved. Interviewees also especially valued the participatory nature of the project.

Although the evaluators cannot confirm it through document review, stakeholders acknowledged that there was a sound project planning in place with a defined work plan and clear sequence of activities. The only downside that was mentioned by one interviewee is that the project did not anticipate the length of the consultation processes, so that the NGGS was drafted later than previously planned. However, stakeholders also stated that this was out of control of GGGI and rather a matter of the responsible ministries MINAM and MEF. Nevertheless, the question was raised whether a more detailed risk analysis could have been implemented at the beginning to better anticipate those challenges and define mitigation measures.

4.3.3. Project Implementation

Interviewees also have an overall positive opinion about the implementation process of the NGGS project. They perceived GGGI to have been particularly strong as coordinator/facilitator of the multi-sector consultative process, and as provider of important background information for the drafting of the NGGS, including the provision of international expertise. It was mentioned though that GGGI did not have a strong role in the elaboration of the strategy itself, as this was the responsibility of MINAM.

While GGGI's work is seen by interviewees as efficient and effective, and results have been produced as planned with high quality, several external factors influenced the implementation process that finally led to the result that the NGGS still has not been endorsed by the GoP.

According to the consulted stakeholders, the main challenges for the achievement of the intended outcome were the political: The GoP has experienced three government changes since the NGGS

project started. Mr. Ollanta Humala was president until July 2016, followed by Mr. Pedro Pablo Kuczynski, from July 2016 to March 2018 and the current government under Mr. Martín Vizcarra Cornejo, is in place since March 2018. And although all governments seem to have supported the green growth initiative and encouraged its implementation, government changes and transitions always imply conditioning and slowing down the process of implementation.

At the same time, Peru also had to work on an action plan for the development of its NDC, which also involved a multi-sector consultation process and the initial idea was to align and coordinate and find synergies between the two processes. However, at that time the political crisis took place that brought about a change in government and several institutional changes in the MEF³¹ and MINAM. Some interviewees perceive that the government subsequently gave more importance to the NDC process than to the NGGS process and for this reason the NGGS project advanced much slower.

All interviewees agreed that GGGI has done its best to implement the project according to the planning, and that the external challenges that arose were out of control of GGGI's influence.

4.3.4. Conclusions and recommendations

Conclusions

KEQ1: Has GGGI's work made a difference for influencing improvements in the quality of the National Green Growth Strategy?

NGGS-C1. GGGI has produced a series of outputs to support the development of the NGGS in the form of technical studies and planning documents. Stakeholders value the high quality of these outputs and confirmed that they provided important background information for the drafting of the strategy.

NGGS-C2. It cannot be exactly assessed to what extent GGGI's work has influenced the quality of the NGGS, as the strategy has not been finalized by GoP yet and the evaluators did not have access to the draft document. However, interviews with key stakeholders strongly suggest that GGGI's technical inputs as well as its role as mediator and facilitator of the multi-sector consultative process, and the provision of international experiences and knowledge exchange have been critical for the elaboration of the NGGS. As the project is still ongoing, it will have to be assessed at a later stage in how far GGGI has still been able to influence the endorsement and implementation of the NGGS.

KEQ2: What have been the key factors that have supported or hindered improvements in the quality of the National Green Growth Strategy?

2.1 Project need

NGGS-C3. The green growth project has been based on a well identified need for Peru to develop a green growth strategy to respond to crucial challenges the country faces regarding environmental degradation, climate change vulnerability and unsustainable economic growth. It furthermore responded to Peru's international commitments and national development plan, and especially to the need to comply with OECD requirements, related to the country's ambition to become an OECD member.

³¹ The Consejo Nacional de Competitividad (CNC), the primary focal point within MEF for the NGGS development, was restructured (i.e. substantively reduced in number of staff) and renamed CNCF – Consejo Nacional de Competitividad y Formalización.

2.2 Project design

NGGS-C4. The project design can only be evaluated based on interviews with stakeholders, as important project documentation is missing for the years 2015-2016. In this regard, it can be stated that certain weaknesses exist in GGGI's administrative work for project design and documentation. Notwithstanding, stakeholders confirmed that activities and the work plan were well designed and appropriate to achieve the intended results. The participatory consultation process was especially valued by interviewees.

2.3 Project implementation

NGGS-C5. GGGI has delivered all technical support under Outputs 1 and 2 as planned and with high quality, according to stakeholders. It also had an important role as mediator between MINAM and MEF and as facilitator of the multi-stakeholder consultative process. The fact that the NGGS has finally not been endorsed by the GoP is due to external political factors out of control of GGGI.

Recommendations

NGGS-R1. Depending on the results achieved by end of 2018, when the project officially ends, GGGI should consider the extent to which activities need to be extended to 2019-2020 to ensure continuity and further support the GoP towards the endorsement and implementation of the NGGS. In this regard, GGGI should also closely follow up with the MEF/ CNCF to support the integration of green growth aspects into the Competitiveness and Productivity Policy, and later on the Competitiveness and Productivity Plan.

NGGS-R2. Building up on GGGI's good support provided so far as facilitator and mediator between different ministries and other stakeholders, further efforts should be made to strengthen inter-institutional collaboration and synergies between different initiatives under the overall umbrella of a green growth project to foster coherent approaches in different sectors (e.g. forestry/water/energy etc.) that are also aligned with national development plans and commitments such as Peru's NDC, the SDGs or the OECD membership requirements.

NGGS-R3. GGGI should still scale up its activities for providing the GoP with case studies and lessons learned from international experiences on green growth, especially from Latin American countries but also from other regions, as several stakeholders have expressed a high interest in this knowledge and highlighted the value it has for fostering a learning process in Peru.

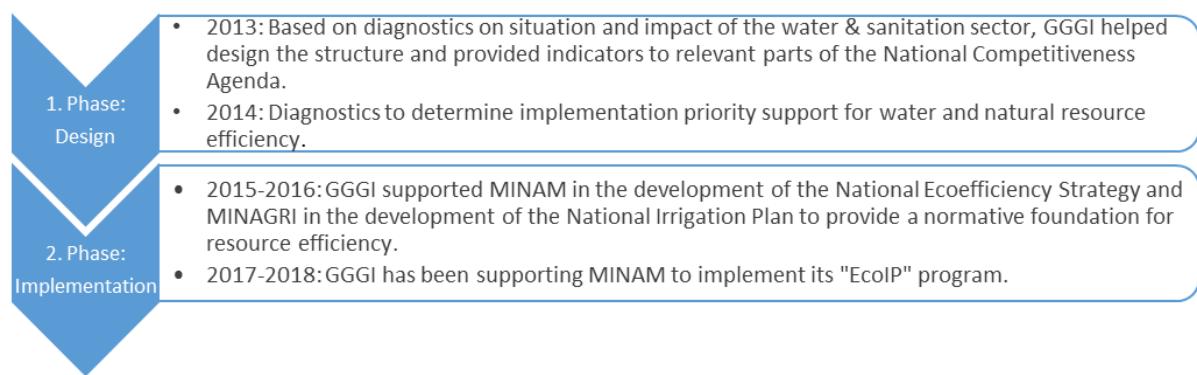
5. Public Sector Eco-Efficiency Project – Key Findings

5.1. Description of the Public Sector Eco-Efficiency Project

The Public Sector Eco-efficiency Project has evolved from a cooperation of GGGI with the GoP starting in 2013 with focus on water resources and sanitation. In the first two years, the support provided by GGGI consisted of technical advice to the National Competitiveness and Formalization Council (CNFC) within the MEF for the preparation of the National Resources and Energy chapter of the Competitiveness Agenda. In this first phase of the project, GGGI participated in the design of the Competitiveness Agenda. Only from 2015 onwards, the project developed to become the Public Sector Eco-efficiency Project. GGGI worked closely together with MINAM to develop a National Ecoefficiency Strategy and together with MINAGRI to develop a National Irrigation Plan. These strategies had been identified as priority areas for the implementation of the Competitiveness Agenda. Currently, GGGI is supporting MINAM to implement its program "Ecoefficiency in Public Institutions (EcoIP)", which is piloting support to an initial 16 national ministries to improve public report of their environmental performance.

GGGI's support for the Competitiveness Agenda has been provided in two phases: 1. Design of the policy and 2. Implementation of the policy.

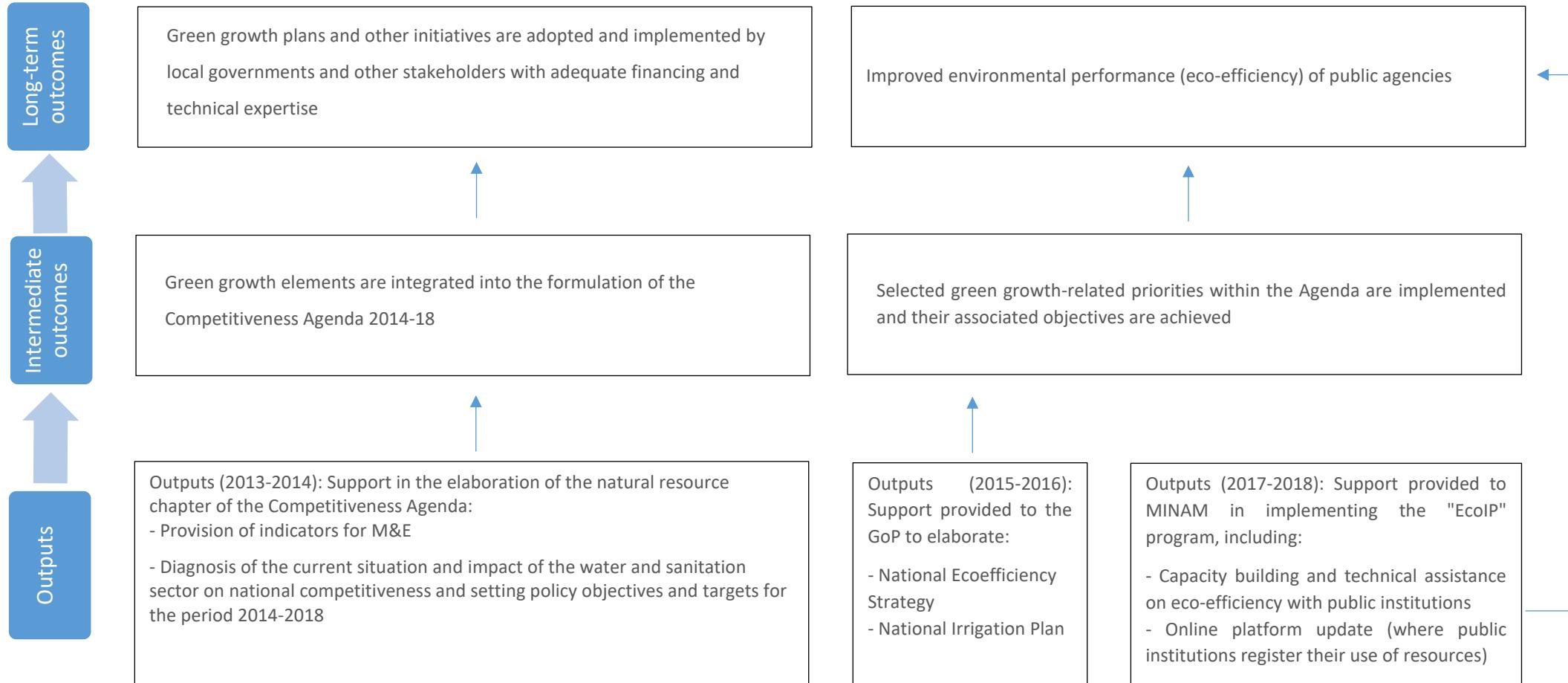
Figure 10: Phases of the Public Sector Eco-Efficiency Project



With the above described activities, GGGI intended to achieve two specific outcomes:

- 1) In a first step, GGGI has sought to ensure that green growth elements are integrated into the formulation of the Competitiveness Agenda 2014-18.
- 2) As a second step, GGGI is providing support to the GoP with the overall objective that selected green growth-related priorities within the Agenda are implemented and their associated objectives are achieved.

Figure 51: Theory of Change of the public sector eco-efficiency project



5.2. Project Outcomes

The key question for assessing whether the project objectives have been achieved or not focuses on the development and implementation of the Competitiveness Agenda, and thus referring to the intermediate outcome level of the above presented theory of change. The intention is to find out to what extent GGGI's work has made a difference here and if the assumption proves true that inputs from the project improved the development and implementation of the Competitiveness Agenda. Long-term outcomes will not be evaluated as it is too early to make relevant statements at this stage of the still ongoing project.

Development of relevant parts of the Competitiveness Agenda

The intended outcome of the first phase of the project was the integration of green growth elements into the formulation of the Competitiveness Agenda 2014-2018. To this end, GGGI has undertaken a diagnosis of the current situation and impact of the water and sanitation sector on national competitiveness and has set policy objectives and targets for the period 2014-2018. In addition, GGGI has developed indicators for monitoring and evaluation (M&E) of the activities set out in the Agenda to achieve:

- Strengthening the capacities of environmental quality management and of the use of natural resources;
- The promotion of behavioural change and consumption patterns towards sustainability; and
- Improve risk management and take advantage of opportunities in the face of climate change and natural events.

Evidence for the achievement of the intended outcome is found in the text of the Competitiveness Agenda and has also been given during stakeholder interviews.

The most evident influence of GGGI's work is found in the third component of chapter eight of the Agenda: "Ensuring efficient and sustainable use of water resources". Six of the activities proposed here have been recommended as a result of the diagnosis of the current situation and impact of the water and sanitation sector.

Table 1: Example of evidence of input from GGGI in the Competitiveness Agendas 2014-2018, chapter 8, component III.

Prioritized Action Area proposed by GGGI ³²	Activity proposed in the Competitiveness Agenda 2014-2018	Competitiveness Agenda Objectives for 2018
Raising Public Awareness on Water Resources Elaborate a Multisectoral Awareness Program	Develop Intersectoral Awareness Program	Water /

³² Estudio Sergio Salinas Rivas Abogados Sociedad Civil de Responsabilidad Limitada, Consultancy for a diagnosis of the current situation and impact of the water and sanitation sector on national competitiveness and setting policy objectives and targets for the period 2014-2018, 2013.

<p>Simplification of procedures and identification and removal of administrative surcharges.</p> <p>Indicators include:</p> <ul style="list-style-type: none"> - Identification of bureaucratic obstacles and elimination. - Number of simplified procedures and authorisations. 	<p>Identify bottlenecks and bureaucratic duplications in water licensing and authorization procedures</p> <p>Eliminate bureaucratic obstacles and duplications</p>	<p>Simplify 100% of administrative procedures at ANA.</p>
<p>Promotion of Technical Irrigation</p>	<p>Implement conversion plan to technical irrigation</p>	<p>Increase by 18% the number of hectares with Technical Irrigation</p>
<p>Evaluation of the competences and functions of all the entities involved.</p> <p>Design of the Single Hydrological Information System.</p>	<p>Develop the Water Resources Information System.</p>	<p>Implement the National Water Information System.</p>
<p>Evaluate methodologies of calculation of financial compensation schemes and tariffs for water infrastructure</p>	<p>To implement a study of the proposal of the economic remuneration and water infrastructure tariffs</p>	<p>/</p>
<p>Basin plans with multiannual investment programme</p> <p>Identified problem: Absence of basin investment planning to guide public and private investment decisions</p>	<p>The scarce private investment can be explained, in part, by the lack of barriers to investment and of a legal framework promoting private initiative in the sector and by the lack of effective signals regarding the selection of investment projects to be developed in each basin.</p> <p>It is important to generate these incentives in the promotion of investment, which should complement projects identified from studies at the level of basins or regions.</p> <p>In this sense, the line of business facilitation is including the goal linked to the promotion of private investment.</p>	

Implementation of relevant parts of the Competitiveness Agenda

The intended outcome of the second phase of the project was that selected green growth-related priorities within the Agenda are implemented and their associated objectives are achieved.

During 2015-2016, GGGI provided support to the government in developing strategies to ensure the implementation of relevant parts of the Competitiveness Agenda. The outputs delivered by GGGI in this period included:

- a) The support to MINAM to elaborate the National Ecoefficiency Strategy and
- b) The support to MINAGRI to develop the National Irrigation Plan.

Looking at the intended intermediate outcome, these outputs have not contributed to implement selected green growth-related priorities within the Agenda and subsequently they have not contributed to achieve associated objectives. Nevertheless, in the case of the Ecoefficiency Strategy, components are currently being implemented by the Ministry of Environment, but the instrument as such as not yet been formally approved.

Although the National Ecoefficiency Strategy has been drafted and a final proposal of the strategy has been presented in June 2016, it has never been adopted by the GoP. In case of the National Irrigation Plan, GGGI developed and submitted the plan to the GoP, but it was not implemented.

As a new approach to ensure the implementation of relevant parts of the Competitiveness Agenda, GGGI started in 2017 to support the GoP in implementing parts of the unreleased National Ecoefficiency Strategy. To this end, GGGI is currently supporting MINAM to implement its EcolP program. The objective is to provide capacity building and technical assistance on eco-efficiency with public institutions in order to increase the number of public institutions accurately reporting ecoefficiency performance and effectively employing eco-efficient and energy efficient practices. GGGI's support in 2017 has centred on designing and initiating the improvements to MINAM's virtual Eco-efficiency reporting platform and on strengthening the content of the EcolP program. According to interviews, GGGI has started capacity building by training MINAM employees on eco-efficiency. Once this pilot phase is finalized, the methodology will be optimized, and the trainings will be replicated in several regions of the country.

As a result of GGGI support, MINAM currently quantifies and systematizes the number of public institutions implementing effective ecoefficiency practices through mechanisms that encourage them to report their performance. The EcolP initiative has resulted in 16 public institutions effectively reporting their natural resource use.³³

5.3. Factors Affecting Outcomes

To find out why intended outcomes have or have not been achieved it is necessary to look at the different stages of the project, analysing which internal and external factors have enabled or hindered the achievement of the desired results.

5.3.1. Project Need

Project need relates to the selected problem or opportunity which a project is designed to address. Without project planning documentation it is not possible to analyse to what extent the need had

³³ End of the Year Report 2017.

been previously identified and well targeted. The only option is to find out retrospectively if the project has addressed a well targeted need, and whether or not this was clear at the design stage.

The technical advice provided by GGGI focused on the chapter on Natural Resources and Energy of the Competitiveness Agenda. This Agenda has been part of the reforms to continue to attract investment and sustain strong economic growth and improve Peru's global competitiveness. A more efficient use of natural resources has been defined as one of the eight priority themes of the Agenda and has been addressed in chapter eight on Natural Resources and Energy.³⁴ The relevant policies addressing these topics have been identified during document review and interviews as presented below.

Figure 12: Relevant policies and regulations for the public sector eco-efficiency project

International policy framework

- Sustainable Development Goals (SDGs)

National policy framework

- Intended nationally determined contribution (iNDC) from the Republic of Peru
- Acuerdo Nacional 2002-2021
- Plan Bicentenario 2011-2021
- National Competitiveness Agenda 2014-2018

Sectoral policy framework

- La Política Nacional del Ambiente (PNA)
- Política y Plan Nacional de Acción Ambiental 2011-2021 – PLANAA
- Agenda Ambiente 2015-2016
- Decreto Supremo N° 009-2009-MINAM

The Peruvian iNDC envisages a reduction of emissions equivalent to 30% in relation to the Greenhouse Gas (GHG) emissions of the projected Business as Usual scenario (BaU) in 2030.³⁵ In the national agreement "Acuerdo Nacional 2002-2021" the country commits to:

1. Integrate national environmental policy with economic, social, cultural and land-use policies in order to contribute to overcoming poverty and achieving sustainable development in Peru.
2. Institutionalize environmental management, public and private, to protect biological diversity, facilitate the sustainable use of natural resources, ensure environmental protection and promote sustainable towns and cities
3. Strengthening the country's capacity to generate and use scientific and technological knowledge, to develop human resources and to improve the management of natural resources and the competitiveness of enterprises.³⁶

The Bicentennial Plan "Plan Bicentenario 2011-2021" establishes natural resources and environment as strategic focus and determines the conservation and sustainable use of natural resources and biodiversity as national objective. On the sectoral level the supreme decree "Decreto Supremo N° 009-2009-MINAM" specifies eco-efficiency measures for the public sector, including energy and water saving.

³⁴ Global Green Growth Institute, Impact and Evaluation Unit, GGGI Peru Country Program Evaluation Approach Paper, April 2018.

³⁵ Intended Nationally determined contribution (iNDC) from the Republic of Peru, 2015.

³⁶ Acuerdo Nacional 2002-2021, 19th and 20th state policy, page 31.

The first phase of the eco-efficiency project addresses the need to integrate national environmental policy in economic policies, as for example the Competitiveness Agenda. It is aligned with the national objective to use natural resources in a sustainable way. According to interviewed stakeholders, at the beginning of the cooperation in 2013, this project need was identified by GGGI. According to interviewed stakeholders and to documents reviewed, the initiative for cooperation had been taken by GGGI, but priorities were then defined jointly between GGGI and the GoP.

The second phase of the project addresses two specific objectives of the Competitiveness Agenda which have been jointly defined as priorities by CNC and GGGI³⁷: strengthening the regulation for sustainable exploitation of natural resources and vulnerability management and assuring an efficient and sustainable use of water resources. Special focus has been given to the following goals of the Competitiveness Agenda 2014-2018:

- 1) Goal number 57: improve eco-efficiency of 30% of Peru's public agencies by 2018. Since the public sector is a significant consumer of natural resources this is an important step towards achieving the national objectives of a more sustainable use of natural resources.³⁸ The project need was expressed by MINAM. The ministry asked GGGI to update the eco-efficiency guide for use by public institutions and provide support for the elaboration of a national ecoefficiency strategy.
- 2) Goal number 65: increase the number of hectares with technical irrigation by 18% by 2018. The agricultural sector represents 80% of national water use. Technical irrigation has a much lower level of water waste than gravity irrigation, which is still the predominantly used method. Through MEF, GGGI engaged with the Ministry of Agriculture and Irrigation (MINAGRI) for the development of the National Irrigation Plan.³⁹

The country's policy framework as well as interview results have shown that the targeted need was aligned with the priorities of the GoP. Furthermore, the strategic plans of GGGI indicate that the targeted need was also aligned with GGGI's priorities: One of the three intended outcomes of the strategic plan of GGGI 2012-2014 was that "Green growth plans and other initiatives are adopted and implemented by local governments and other stakeholders with adequate financing and technical expertise". The program to address this outcome indicated, among others, the support in planning and implementation of strategies for specific sectors (e.g., transport, energy use, water management) as priority.⁴⁰ GGGI Peru's support provided to the GoP in elaborating the chapter on Natural Resources and Energy of the Competitiveness Agenda as well as the support in the development of the National Ecoefficiency Strategy and the National Irrigation Plan have been aligned with the GGGI strategic plan.

The GGGI Strategic Plan 2015-2020 has set a clear direction for the organization to deliver concrete technical assistance to developing country governments through embedded country teams. The four thematic priorities are: Sustainable Energy, Green Cities, Sustainable Landscapes, Water & Sanitation.⁴¹ The current activities of GGGI Peru, supporting MINAM to implement its "EcoIP" program, are in line with this refreshed strategic plan 2015 – 2020.

³⁷ End-of-Year Results Report 2015.

³⁸ Global Green Growth Institute, Evaluation Approach Paper 2018, p. 22.

³⁹ Competitiveness Agenda 2014-2018, chapter 8.

⁴⁰ Global Green Growth Institute, Strategic Plan 2012-14.

⁴¹ Global Green Growth Institute, GGGI Refreshed Strategic Plan 2015 – 2020.

5.3.2. Project Design

According to stakeholders, the project planning before 2017 has been a participatory process. At the beginning of the cooperation between GGGI and the government, the project has been set up as a result from stakeholder engagement activities, such as workshops, where priorities have been jointly identified. This participatory approach is seen by interview participants from the government as very positive, since it makes GGGI a very flexible cooperation partner that adapts well to the client's needs. It has also been valued that GGGI never tried to impose its own plans or goals. The only downside perceived for this approach is the lack of a more long-term strategic alignment of individual activities with Peru's green growth objectives. This relates to the perception that especially in the early years, GGGI's activities were perceived to be disconnected from each other, and a more strategic vision/strategy was missing. Project design documents for 2017-18 were provided but not available for 2015-16, making it difficult to confirm if sound technical and institutional analysis had been undertaken. The same is true for the implementation, monitoring and resourcing arrangements for the project. No information is available on the identification of key risks to achieving the project outcomes and mitigation strategies. A theory of change has not been set up for the project.

There is no evidence that priority cross-cutting issues of GGGI's strategic objectives⁴² had been identified and intentionally addressed in the project design before 2017. Nevertheless, these issues have been identified subsequently:

1. Poverty reduction: Improving rural livelihoods through sustainable use of water resources.
2. Social inclusion: water access for marginalized populations and rural users.
3. Environmental sustainability: Reducing water stress and waste in public entities through efficient use of natural resources
4. Economic growth: increase agricultural productivity through improved agricultural production and efficient water use⁴³

5.3.3. Project Implementation

In the first phase of the project, GGGI has successfully provided technical advice during the elaboration of the Competitiveness Agenda. At the beginning of the second phase, GGGI has provided input for the draft of the National Ecoefficiency Strategy and the National Irrigation Plan and was also responsible for some administrative parts of the project, e.g. organising meetings between different stakeholders. Interviewees were satisfied with the services provided by GGGI and they agree that external factors hindered a successful implementation. The main hindering factor was the interruption of project continuity due to the changes in the Peruvian government in 2016. The National Irrigation Plan was not implemented due to a lack of will on the part of the Ministry of Agriculture. As a result of this change in priorities, at the request of the Competitiveness Council, GGGI focused on ecoefficiency with the Ministry of Environment. Another external factor that influenced timely implementation was the general slowness of political processes in Peru.

All interviewees agreed that the quality of GGGI's work was high. The interviewees from MINAM had a clear understanding of the delivered outcome of the GGGI support in developing the National Ecoefficiency Strategy. No information is available on the quality of cooperation with MINAGRI during the development of a National Irrigation Plan. All consulted stakeholders also expressed their

⁴² Global Green Growth Institute, GGGI Refreshed Strategic Plan 2015 – 2020.

⁴³ Global Green Growth Institute, End-of-Year Results Report 2016.

appreciation of GGGI's technical capacity. The inputs delivered were considered appropriate. Further positive aspects were mentioned, as for example the good methodology applied and the results-oriented way of working. GGGI demonstrated a very high level of adaptability to any changes that arose. All interviewees stated that the project has been able to identify and adapt appropriately to significant changes.

Stakeholders are interested in experiences from other countries to apply them in Peru and therefore see a possibility for GGGI to make their work even more valuable by strengthening their efforts to bring in support from international experts on development issues, especially on environmental issues.

In line with the findings for the project design, stakeholders mentioned room for improvement of project planning and documentation. Possible improvements of project management abilities of GGGI has been mentioned only once. Further possible limitations for successful implementation mentioned were little human and financial resources of the GGGI country team, which occasionally resulted in challenges regarding depth of the work and timely response. Scarce human resources were not only found on the side of GGGI, but the Cooperation Agreement between GGGI and MEF mentions that only two officials at MINAM coordinated and developed the documents and activities that were proposed, which they were doing in addition to their usual daily work.⁴⁴

Interview participants from the GoP expressed a very high level of satisfaction with the way GGGI has engaged with them during project implementation. The only downside mentioned regarding stakeholder engagement was some difficulties experienced with subcontracted consultants that did not respond appropriately to MINAM's needs. However, it was also mentioned that GGGI supported to tackle these challenges and to find adequate solutions.

5.3.4. Conclusions and recommendations

Conclusions

KEQ 1: How has GGGI's work made a difference on the development or implementation of the Competitiveness Agenda?

ECO-C1. GGGI has successfully delivered the planned outputs to support the elaboration of the Competitiveness Agenda 2014-18. The first intended outcome to integrate green growth elements into the formulation of the Agenda has been achieved.

ECO-C2. The second intended outcome "Selected green growth-related priorities within the Agenda are implemented and their associated objectives are achieved" has not been achieved through the outputs of the project period 2015-2016, although the National Ecoefficiency Strategy and the National Irrigation Plan have been elaborated they have not been adopted by the GoP.

ECO-C3. Although it is too early to evaluate the results of the EcolP program activities of 2017-2018, GGGI reports and interviewees indicate that these activities are more successful in tackling the second outcome.

KEQ 2: What have been the key factors that have supported or hindered the achievement of project outcomes?

⁴⁴ Convenio de Cooperación Internacional GGGI – MEF, 2006.

2.1 Project need

ECO-C4. The project need has not responded to a clear demand from the GoP, since it was GGGI who identified the need. Nevertheless, the targeted need was aligned with the priorities of both, the GoP and GGGI.

2.2 Project design

ECO-C5. Project planning has been insufficient, which has had positive and negative sides: The GoP values GGGI's participatory and flexible approach but recognizes the lack of a more proactive and long-term country strategy of GGGI going along with a more strategic alignment of the individual activities to the overall green growth objective.

2.3 Project implementation

ECO-C6. Stakeholders are very content with the quality of work and collaboration with GGGI. The only more critical aspect mentioned by stakeholders was that they are interested in international tendencies on environmental issues and wish to still have more support from international experts.

ECO-C7. The main hindering factor for the achievement of intended outcomes of the project was the change in the Peruvian government. Slowness of political processes in Peru was another obstacle. Regarding the achievement of the outcomes, no deficiencies have been detected on the side of GGGI. The only aspect mentioned which could possibly have affected the achievement of outcomes is the little political influence the organisation has.

Recommendations

ECO-R1. Improve project planning, documentation and M&E. Especially ensure an appropriate amount of human resources to ensure timely responses and adequate depth of detail. Ensure appropriate selection of external consultants in case they are necessary. Take into account the slowness of political processes in Peru for project planning (e.g. by a more realistic calculation of the project timeframe).

ECO-R2. Strengthen efforts to bring in support from international experts to align policy implementation in Peru with tendencies of the international environmental sector.

ECO-R3. Look for good partners to increase political influence.

6. Client Engagement and Value Added – Key Findings

Based on the analysis of the four projects and on data obtained from interviews, this section analyzes how GGGI engaged with its clients and partners throughout the projects and what has been its added value for contributing to the specific objectives in each project, as well as to the goals of each organization overall. As perceptions were very similar across the different projects, a general assessment is provided in this section.

Overall, it can be said that GGGI Peru's work is highly valued by the vast majority of stakeholders. In interviews, stakeholders were asked to rank on a scale from 1 (being very low/poor) to 5 (being very high/excellent) first the way that GGGI engaged with them and second, the value GGGI adds to help stakeholders accomplish their objectives. The following aggregate results were given:

Table 2: Overall rating of GGGI's added value in the Peru country program projects

	GGGI's engagement with the client	GGGI's added value to help accomplish objectives
Forestry	4,25	4
Water	4,33	4,33
NGGS	4,5	4
Eco-efficiency	4,66	4,5

Source: Own elaboration based on interview data

If further aggregated, this means that for the country program overall, rating of GGGI's client engagement is 4,44 and the added value for accomplishing objectives is 4,21. These overall perceptions are further analysed below.

6.1. Areas of relative strength / added value

Stakeholders highlighted the following aspects to be of high value to them while working with GGGI Peru:

Table 3: Key areas of strength

Client engagement	Value to help accomplish objectives
<ul style="list-style-type: none">❖ Reliability, commitment, trust, transparency and honesty❖ Good communication, ability to listen and to cater to the clients' needs❖ Flexibility, patience and ability to adapt to changes	<ul style="list-style-type: none">❖ Excellent knowledge of the Peru country context and working with the government❖ Inclusion of experts with international experience and intake of best practices from other countries❖ Innovative ideas❖ Pragmatic work approach❖ Very good technical methodological approaches for producing outputs

<ul style="list-style-type: none"> ❖ Important mediator, good conflict management ❖ Results-oriented approach for working together ❖ Leading the way, but not imposing 	<ul style="list-style-type: none"> ❖ High quality of technical outputs ❖ Effective implementation of expected outputs according to deadlines ❖ Good coordination of stakeholders across ministries
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All interviewees highlighted the good cooperation between the GGGI Peru country team and their institutions, especially since the country office was established. In this regard, it needs to be noted that most of the stakeholders interviewed related their evaluation of GGGI Peru's work specifically to the current country representative, due to his intense involvement in all projects since 2013. The fact that other staff members have been changing over time, mostly as a result of GGGI contracting policies, have contributed to this. In fact, the two current additional staff members have been engaged only since July and November 2017, respectively. Nevertheless, other staff members have also been positively evaluated by stakeholders. It was particularly valued that GGGI is a partner that stakeholders can rely on, with high commitment of staff members and excellent interpersonal skills.

Stakeholders also especially value the team's flexibility and ability to adapt to changes and the supportive and solution-oriented way of working, which they also attribute to the small size of the organization compared to other development actors. In this regard, being small allows GGGI to be more agile and adaptive.

In several cases, stakeholders mentioned that they perceive GGGI staff to act as colleagues and advisors who lead the way based on their expertise, but in a very collaborative approach. GGGI's participative working methods have been perceived as a great advantage, also compared to other development partners that are perceived to have less flexible approaches and limited scope for project adaptation. In this sense, the way GGGI works has been valued positively because in the opinion of interviewees, GGGI never tried to impose its own plans or goals on public institutions as some other development agents tend to do.

Furthermore, stakeholders valued GGGI's patience and persistence in the light of project delays and changes that were mainly caused by changes in government. For example, it was mentioned that within one year, the GGGI country representative had to present himself five times to MINAM because key staff was rotated, and it was necessary to each time again introduce GGGI and the projects they were implementing.

GGGI is perceived as a development partner with very good technical capacities that is able to produce high-quality inputs based on staff members' professional expertise, as well as generally good expertise of consultants that GGGI engaged in different projects. Although the final objectives of the projects were not fully met (i.e. the adoption and implementation of the NFWP, the mobilization of investments for water infrastructure, or the adoption and implementation of the eco-efficiency strategy and the NGGS), with the exception of the competitiveness/eco-efficiency project where GGGI inputs were actually integrated into the National Competitiveness Agenda 2014-2018, none of the stakeholders attributed this to a lack of quality of work from GGGI's side. Rather, they mentioned that GGGI inputs are still useful and will be applied in one way or the other in the future.

Only few times it was mentioned that problems arose due to external consultants that did not meet stakeholders' expectations, specifically in the eco-efficiency project. However, in these cases GGGI was also supportive in managing these challenges to find adequate solutions.

Especially in the context of the NGGS project, stakeholders also liked GGGI's approach to bring in international experiences and best practices from other countries that helped to better understand the green growth concept and the various ways and best practices to create a green growth strategy.

In that context, it was also highlighted that GGGI has very good capacities to engage with a variety of stakeholders across the different ministries and to broker the collaboration of actors that usually find it challenging working together, especially among MEF and MINAM, but also related to the engagement of other relevant actors.

To conclude with a quote from one interviewed stakeholder:

"They (GGGI) listen but they give orientation. They bring in ideas but they don't impose them. They bring to an end what they start and what they produce is applicable."

6.2. Areas for improvement

Only few issues were perceived by stakeholders as challenges for working with GGGI. These include:

Table 4: Key areas of weakness

Client engagement	Value to help accomplish objectives
<ul style="list-style-type: none">❖ Modesty and weak external communication❖ Unclear strategic positioning❖ High dependency on one person (country representative)❖ Little continuity of relation after project end❖ Strong focus on the national level	<ul style="list-style-type: none">❖ Limited financial and human resources❖ Limited political influence❖ Still limited inclusion of international best practices❖ Some challenges regarding project design and planning

While the positive aspects and added value as analysed above mainly focus on operational and technical aspects, the majority of challenges related to client engagement have to do with GGGI's strategic positioning. Stakeholders mentioned that while GGGI's flexibility and adaptation to the clients' need is highly positive, on the downside this leads to a certain confusion of what GGGI really stands for and what its strategic vision is. This lack of clarity is mainly associated with a weak communication on GGGI's side about its work and strategy beyond the individual project context. For example, stakeholders from the forestry project know that GGGI is also "somehow" engaged in topics related to water, but they do not have any more comprehensive knowledge about this engagement. The same is true for stakeholders from other projects, and they have expressed the interest to know more.

On the other hand, stakeholders also mentioned that due to its limited size and financial resources available, GGGI should better focus on a limited number of strategic topics and projects they work with, as the impression was that GGGI is engaged in a high variety of activities.

This lack of knowledge about what exactly GGGI stands for and does is also related to the fact that GGGI's engagement with clients is very limited once a project has ended, so that those former clients do not stay informed about other ongoing projects or recent developments that could give them ideas about other opportunities for collaboration with GGGI. In this sense, some stakeholders mentioned that GGGI could be less modest when it comes to "advertising" their skills and capacities vis-à-vis public institutions.

In addition, stakeholders mentioned that engagement is concentrated on one person – the country representative – who strongly focuses on national level ministries. In fact, some stakeholders were unaware of whether GGGI Peru has any other staff members. Although positive up to a certain extent due to the personal relationship that the country representative created with many stakeholders, this could become a weakness if the single contact person is no longer available. The narrow focus of client engagement was seen by some as a limitation, and they suggested that GGGI should also seek for more engagement at the international and at the sub-national level. On the one hand, the regional and international level has been mentioned as important to better connect with the green growth ecosystem and to find strong allies from that level that can partly compensate for GGGI's limited political weight and resources, determined by the small size of the country office. On the other hand, more and closer relationships with the country's subnational level are seen as relevant for advancing the implementation of projects that GGGI started, as implementation powers for environmental issues in Peru are decentralized and often lie at the sub-national or local levels.

Finally, at the operational level it was highlighted that while GGGI has already contributed to bringing international experiences and best practices to Peru, it could play a much better role in doing so. Stakeholders mentioned they were especially interested in more experiences from the Latin American context, as these would be more applicable than experiences from Asia, for example.

Another aspect that was mentioned by some stakeholders are challenges related to project planning and design. This was specifically the case in the forestry project, where a lack of alignment of priorities and timings was attributed to a weak design and planning stage from GGGI's side. As mentioned earlier, the design of the forestry project took place already in 2012, before the country office was created, which lead to GGGI focusing on the development of the NFWP while SERFOR was still focusing on the National Forestry and Wildlife Law.

Although interviewed stakeholders identified some aspects that GGGI Peru could have done better to make their work more valuable, they acknowledge that they would strongly recommend GGGI as a cooperation partner and are highly interested in continuing the collaboration.

6.2.1. Conclusions and recommendations

Conclusions

How does the GoP view GGGI's performance in terms of engagement and value add? How could this be improved?

VALUE-C1. GGGI has been successful in establishing strong relationships with key stakeholders, especially at the national level. Stakeholders highly value GGGI for its technical capacities and for its interpersonal skills and attributes such as reliability, transparency and honesty. A main added value of GGGI is also its ability to bring together stakeholders across ministries and to broker collaboration among them.

VALUE-C2. GGGI is perceived as an organization that is flexible and adaptive to changes, and that listens to its clients' needs. This is highly valued and distinguishes GGGI from other development actors in the view of stakeholders.

VALUE-C3. Despite the fact that final intended outcomes were not fully achieved in most of the projects, stakeholders see a key added value in collaborating with GGGI, as the factors leading to non-achievement were perceived to be external and the technical inputs produced by GGGI are still seen as highly useful.

VALUE-C4. Areas for improvement according to stakeholders are GGGI's communication about its strategic positioning, as well as a diversification of and more continuous client relationships, and a better leverage of international and regional experiences

Recommendations

VALUE-R1. Seek to diversify client relationships to the international/regional as well as sub-national level.

VALUE-R2. Create a communication strategy to better inform about GGGI Peru's strategic vision and its different activities – this can include communication products that also reach former clients so that they stay informed

VALUE-R3. While key client management should stay the responsibility of the country representative, seek to better involve staff members to ensure continuity of relationships.

VALUE-R4. Look for opportunities to bring in more experiences and best practices from other countries, especially from the Latin American context

7. Conclusion – overall findings and recommendations

Conclusions

Based on the analysis of all four projects implemented or under implementation in the GGGI Peru country program, the following conclusions can be drawn, structured by the key evaluation questions that should be answered through this evaluation:

KEQ 1 How has GGGI's work made a difference on the development or implementation of selected policies?

Overall, in all four projects GGGI made a difference through providing a series of outputs in the form of technical studies and planning documents that formed the basis for elaborating policies and plans. In addition, GGGI also played an important role as mediator and facilitator of stakeholder consultations. The key conclusions per project are summarized below.

Forestry Project

(summarizing FOR-C1 and FOR-C2)

CONCLUSION 1

The development of background documents identifying the forestry sector needs, the proposal of green growth objectives to be included in the NFWP and the development of a stakeholder engagement plan are among the most relevant outputs mentioned by interviewed stakeholders. GGGI's technical inputs were recognized to be of high quality and directly contributed to the preparation of the NFWP. The NFWP was not developed during the envisaged project timeframe with earmarked budget from BMUB due to a variety of reasons including government priorities that did not match with the project priorities at the time that GGGI developed the Forestry Project. GGGI's flexibility regarding timing and its adaptability to government needs over course of the project, as well as the provision of core budget to continue engagement with SERFOR have ensured continuity and contributed to the integration of green growth aspects into the NFWP. The NFWP is still pending adoption and implementation by the Government. However, it is likely that it will be adopted in the near future with contributions from GGGI.

Water Project

(summarizing WAT-C1 and WAT-C2)

CONCLUSION 2

GGGI's efforts focused on the development of outputs aligned with the project planning, which were: (1) the analysis of the financial instruments available at international and national level in order to promote private, public and civil society investment in the water sector; (2) the prioritization of the

Peruvian water sector projects and investment needs identified under the National Water Resources Plan; and (3) the development of funding plans and roadmaps to implement the prioritized projects. All outputs were completed by the end of the project deadline, with high technical quality and to the full satisfaction of consulted stakeholders. However, due to the fact that the National Water Resource Plan was not implemented, no evidence has been found that GGGI's work has yet been used to implement water projects in the field, as ANA's responsibility is focused on policy design and planning and not towards implementation. Stakeholders consulted were of the opinion that GGGI's outputs will still be used in the future to enable regional governments to identify both priorities and financial resources for investments in water infrastructure.

Green Growth Project

(summarizing NGGS-C1 and NGGS-C2)

CONCLUSION 3

GGGI has produced a series of outputs to support the development of the NGGS in the form of a macroeconomic green growth opportunity identification diagnostic, the logical framework for the NGGS, over 50 interviews with public sector entities to develop a priority list of green growth initiatives, financing options and the draft NGGS itself. Stakeholders value the high quality of these outputs and confirmed that they provided important background information for the drafting of the strategy.

Since the NGGS is still under development and final approval process, it was not available for the evaluation team. However, interviews with key stakeholders strongly suggest that GGGI's technical inputs as well as its role as mediator and facilitator of the multi-sector consultative process, and the provision of international experiences and knowledge exchange have been critical for the elaboration of the NGGS. As the project is still ongoing, it will have to be assessed at a later stage in how far GGGI has still been able to influence the endorsement and implementation of the NGGS.

Eco-Efficiency Project

(summarizing ECO-C1, ECO-C2 and ECO-C3)

CONCLUSION 4

GGGI has successfully delivered the planned outputs to support the elaboration of the Competitiveness Agenda 2014-18. The first intended outcome to integrate green growth elements into the formulation of the Agenda has been achieved. The second intended outcome "Selected green growth-related priorities within the Agenda are implemented and their associated objectives are achieved" has not been achieved through the outputs of the project period 2015-2016. Although the National Ecoefficiency Strategy and the National Irrigation Plan were developed, the National Irrigation Plan was not adopted due to changing political priorities and the National Ecoefficiency Strategy is still pending adoption. Although it is too early to evaluate the results of the EcoIP project activities, GGGI reports and interviewees indicate that these activities are more successful in moving towards the achievement of the second outcome.

KEQ 2: What have been the key factors that have supported or hindered the achievement of project outcomes?

Project need

(summarizing FOR-C3, FOR-C4, WAT-C4, NGGS-C3 and ECO-C5)

CONCLUSION 5

It can be confirmed that all four projects have correctly identified pressing needs and challenges that Peru faces related to land use and land degradation, water management, as well as green growth and eco-efficiency. In this regard, all projects are deemed to be highly relevant for the country context and are aligned with government priorities. Especially the green growth project also responded to Peru's international commitments and national development plan, and especially to the need to comply with OECD requirements, related to the country's ambition to become an OECD member.

Project design

(summarizing FOR-C5, WAT-C5, NGGS-C4 and ECO-C6)

CONCLUSION 6

GGGI's activities in Peru started shortly after the organization was created in 2012, with no structure established at country level. Thus, while the topics prioritized for project development responded to government needs identified in a participatory approach through scoping missions, there were certain shortcomings in the early projects (water and forestry) related to project design that was done by GGGI staff operating from other countries with little experience of the Peru country context and working with the public sector, especially regarding the expected outcomes within defined time frames, as well as the public institutions selected as direct counterparts for project implementation. However, this gradually changed with the establishment of the Peru country office in 2013 and the hiring of staff with sound technical expertise working in Peru in relevant sectors, combined with international experience and good knowledge of relevant international frameworks.

In the forestry project, the main weakness of the project design was the defined timeline that did not anticipate the local context including government priorities and long consultation processes, and thus was unrealistic from the start. The water project design lacks a more thorough technical and institutional analysis that would identify relevant stakeholders to include, and although stakeholders confirmed that there was a sound project planning in place for the green growth and eco-efficiency projects, project design documents for the years 2015-2016 are completely missing and could thus not be included in the document review.

CONCLUSION 7

While the individual projects all respond to relevant government needs and commitments, as well as to GGGI's strategic frameworks at the global level, there has been a lack of overall strategic alignment and complementarity between them. This is especially true for the earlier projects on water, forestry and on integrating water and energy aspects into the National Competitiveness Agenda 2014-2018,

which later became the eco-efficiency project. During that early period, there were a potpourri of initiatives that were conceived as individual projects, with the involvement of different stakeholders and little to no connection between them. Even later, when the eco-efficiency and NGGS projects started to create the eco-efficiency strategy and the national green growth strategy, there has been a lack of communication between the different departments in MINAM that worked on the two strategies, with one department not knowing what the other was doing. Although communication between and within ministries is a responsibility that lies with government, this highlights opportunities for GGGI to help the GoP further improve alignment of its green growth policies and initiatives. It is to be expected that this issue will be substantially improved with the new Peru Country Planning Framework (CPF) 2017-2021 that provides a more holistic vision and strategy for future initiatives.

Project implementation

(summarizing FOR-C6, FOR-C7, FOR-C8, FOR-C9, WAT-C6, WAT-C7, NGGS-C5, and ECO-C7)

CONCLUSION 8

In all projects under the Peru country program, GGGI has been successfully delivering the outputs defined to support the GoP in the development of strategies and plans in the forestry, water, eco-efficiency and green growth sectors. However, it remains too soon for the evaluators to tell how far GGGI's outputs have influenced the content of the final policies of the GoP (namely the NFWP, the Eco-efficiency strategy and the NGGS), or supported GoP efforts to mobilize investments in the water sector. The only exception is the uptake of key GGGI inputs on water into the National Competitiveness Agenda 2014-2018. Nevertheless, consulted stakeholders were positive that it is likely that most outcomes will materialize in the coming years: the NFWP is completed and only pending adoption, and elements of the Eco-efficiency strategy and the NGGS will most likely be included in the Competitiveness and Productivity Policy and Plan. Regarding investments in the water sector, stakeholders believe that GGGI's prioritization of investments and roadmap for implementation will still be used by the GoP in the future.

The most important influencing factor that has hampered the achievement of outcomes within the envisaged period has been, according to all stakeholders consulted, the political instability in Peru of the recent years, with frequent changes of government especially 2016-2018, which each time caused a change of government priorities as well as a constant rotation of key counterparts in the ministries that GGGI is working with. In addition, general slow and inefficient implementation processes in the public sector caused delays in the adoption of GGGI's outputs.

CONCLUSION 9

In all four projects, consulted stakeholders highly value the collaboration with GGGI and confirm that the implementation process was effective and efficient, especially since the GGGI country office was created. Consulted stakeholders were highly satisfied with the way that GGGI coordinated and implemented the projects and valued the very good technical expertise and quality of the work, the strategic advice as well as the relationship management of GGGI. Stakeholders also highlighted GGGI's capacity to listen and adapt to changing situations and priorities as one of the main success factors. In addition, it needs to be highlighted for the forestry project that after the end of earmarked funding,

the allocation of core funds to ensure continuity of activities has been a crucial decision by GGGI that enabled it to stay engaged with SERFOR and to make sure that the outputs previously produced were used in the development of the NFWP.

CONCLUSION 10

GGGI is a competent and reliable partner, with sound technical expertise and excellent mediation and facilitation skills that help to bring together actors from different ministries who usually face challenges working together in an efficient and effective way. Only for the early projects (forestry and water), some specific implementation challenges were mentioned that are related to the weaknesses in project design: in the forestry project, it took some time until GGGI engaged with all relevant stakeholders because some key groups had been neglected at the beginning of project implementation. This issue has also been identified as a challenge in the water project where it has been questioned whether ANA was the right partner at all for the project, and working to bridge issues between national and regional governments as well as increasing the latter's capacity for project development would have been a more complete approach in mobilizing and implementing projects in the field.

CONCLUSION 11

The evaluation has identified some issues relating to GGGI's project design, monitoring and reporting systems that are relevant to outcomes achievement in Peru. (1) Design: In the earlier years of GGGI, sound analysis of institutional context was not part of the planning process, which for some projects hindered the eventual outcome. Addressing this is important since policy outcomes depend significantly on selecting the right partners and working in alignment with local institutional processes, drivers and timelines. (2) Monitoring: Once projects are completed, there is disengagement from stakeholders and monitoring against logframes ceases. This can limit GGGI's knowledge of the status of outcomes beyond project closure and creates missed opportunities to identify and learn from success/failure factors. (3) Reporting: This monitoring issue is reflected in project end-of-year reports, which tend to be comprehensive on implementation issues but less so in describing progress towards outcomes, since the reporting ceases once projects are finished.

KEQ3: How does GoP view GGGI's performance in terms of engagement and value add? How could this be improved?

(summarizing VALUE-C1, VALUE-C2, VALUE-C3, and VALUE-C4)

CONCLUSION 12

GGGI has been successful in establishing strong relationships with key stakeholders, especially at the national level. Stakeholders highly value GGGI for its technical capacities and for its interpersonal skills and attributes such as reliability, transparency and honesty. A main added value of GGGI is also its ability to bring together stakeholders across ministries and to broker collaboration among them. GGGI is perceived as an organization that is flexible and adaptive to changes, and that listens to its clients' needs. This is highly valued and distinguishes GGGI from other development actors in the view of stakeholders.

CONCLUSION 13

The high flexibility of the GGGI Peru country team to adapt to the changing government needs and demands has been highlighted as a key added value vis-à-vis other development actors that tend to impose their pre-defined agendas. For some stakeholders, even though GGGI is perceived to be a small organization with little political weight and influence, this makes GGGI preferable to other big players in the development arena, as they act like a partner and advisor, without imposing strict programs or their own agenda. On the other hand, this high flexibility combined with a lack of communication about GGGI's strategic priorities also causes a certain confusion about what GGGI Peru really stands for. According to stakeholders' perceptions, this is also due to a lack of a more integrated approach to green growth, at least in the earlier years of the country program. While responsiveness is highly valued, more proactiveness in defining the way forward and a stronger holistic strategic vision and persistence in sticking to objectives were underlined as aspects that GGGI Peru could improve on. In this regard, the CPF 2017-2021 is an improvement.

CONCLUSION 14

Over the years, GGGI Peru has been successful in building close collaborative relationships with key stakeholders from relevant public institutions, especially MEF and MINAM. Some stakeholders perceive GGGI Peru to be a "one-man show" due to the intense involvement of the country representative, and even are unaware of whether there are any other staff members. This is also due to the fact that over previous years, many changes in staffing occurred, also as a result of GGGI contracting policies. A high dependency on one person that manages most of the key stakeholders and concentrates most of the internal knowledge can have negative effects on sustainability and continuity of activities in the event of staff changes. In addition, as GGGI Peru is a relatively small entity, it needs strong allies to make itself better known and heard. A general perception is that GGGI's main focus is to work with the national government, while relationships with regional governments or other development actors would also be key to bring the green growth agenda forward, especially in Peru where many responsibilities for implementation are delegated to the regional level. However, it is also acknowledged that the country team is very small with three staff members in total, and that thus capacity is limited to build relationships with a broad range of stakeholders.

Recommendations

Based on the above conclusions, the following recommendations have been developed:

On Project Design

RECOMMENDATION 1: Create a more long-term strategic, holistic and integrated approach to green growth and align all projects and activities with this overarching goal.

The GGGI Peru Country Planning Framework (CPF) that has been developed for 2017-2021 in this regard is an improvement; it states the support to Peru's green growth path as overall goal and defines sustainable landscapes, water stress reduction and energy efficiency as the three areas that the country program will focus on. However, the document is still in draft stage and further efforts should be made to finalize it and communicate the strategic vision more effectively to stakeholders. The country planning document should come with a robust results framework against which activities and outcomes can be assessed. The country planning should also be regularly reviewed (every 1-2 years) to make any necessary adjustments. In addition, GGGI needs to ensure efficient project planning processes aligned with the country planning that considers (1) identification of potential risks and adequate mitigation strategies for risks, (2) engagement plan with all relevant stakeholders from the beginning of the project and (3) local conditions, needs, timings and political priorities.

On Project Implementation

RECOMMENDATION 2: Seek more continuity of projects from the strategic planning to the implementation level.

A major bottleneck in the uptake of developed strategies and plans are slow processes in the public sector, combined with frequent government changes. Thus, GGGI Peru should aim to tackle these challenges by on the one hand continuing follow-up with the relevant stakeholders on the status of the intended outcomes, and on the other hand, focusing more on moving into implementation to maximize the impact of its activities, as is also foreseen by GGGI's Refreshed Strategic Plan 2015-2020. A positive example of this is GGGI's support to the EcoIP project, which advanced the priorities set out in the National Competitiveness Agenda. This shows that GGGI has the potential to move things forward at the implementation level, also by making use of core budget, to ensure that the benefits of policy change are actually realized. In line with its strategic country planning, GGGI should evaluate in which other areas it can support implementation in the areas of forests/sustainable land and water, advancing the NGGS agenda.

RECOMMENDATION 3: With the support of GGGI headquarters, improve project design, monitoring and reporting approaches.

GGGI should address key gaps in its project design, monitoring and reporting processes. Design and planning projects should include sound analysis of the institutional context to avoid or mitigate risks that could hinder the achievement of intended policy reforms. GGGI should extend its monitoring and reporting of projects beyond project closure (completion of outputs). This would help GGGI to better track the progress of outcomes in the post-implementation stage, and subsequently enable key lessons relating to outcome achievement to be captured and shared across the organization. GGGI should address these gaps in a manner that minimizes the creation of additional burdens for its staff, particularly country programs with small teams like Peru.

On Client Engagement and Added Value

RECOMMENDATION 4: Engage more with the international, regional and sub-national levels, and continue engaging with operational staff at the ministries that are less affected by changes in government.

Within the limitations of a team of three, GGGI Peru should make an effort to strategically select stakeholders to engage with from a regional and/or international level on the one hand, to better position itself and to have access to more strategic allies when it comes to pitching projects and to mobilize resources for them. In addition, a better networking at that level would allow GGGI to bring more international green growth expertise into the country, something that is already done, but has been highlighted by several stakeholders as an area that GGGI can still improve. On the other hand, strategic engagement with the sub-national level in Peru would be especially important to move from the planning to the implementation phase of projects. Finally, in the light of the recent frequent changes in government, GGGI should continue the current strategy of building long-term relationships at operational levels in key ministries that are less affected by the staff rotation that takes place with each new government, to ensure some continuity and safeguard entry points. All staff members should be involved in stakeholder engagement efforts.

RECOMMENDATION 5: Create a communication strategy to improve brand positioning.

External communication often falls through the cracks, again because staff capacities at the country office are limited. However, GGGI Peru should invest in more in communicating what it does so that stakeholders gain a clearer understanding of its vision and focus. Communication tools will also serve to maintain contact with clients after projects end to keep them informed both about GGGI's activities and about latest developments in green growth, something that has been wished for by several stakeholders. This could be either done through a short newsletter that can be sent out monthly or quarterly via email, or by creating a GGGI Peru social media page, something that other country offices have done already. Nevertheless, if such tools are created, it needs to be ensured that they are continually managed.

8. GGGI Management Response

No.	Recommendation	GGGI Management Response
1	<p>Create a more long-term strategic, holistic and integrated approach to green growth and align all projects and activities with this overarching goal.</p> <p>The GGGI Peru Country Planning Framework (CPF) that has been developed for 2017-2021 in this regard is an improvement; it states the support to Peru's green growth path as overall goal and defines sustainable landscapes, water stress reduction and energy efficiency as the three areas that the country program will focus on. However, the document is still in draft stage and further efforts should be made to finalize it and communicate the strategic vision more effectively to stakeholders. The country planning document should come with a robust results framework against which activities and outcomes can be assessed. The country planning should also be regularly reviewed (every 1-2 years) to make any necessary adjustments. In addition, GGGI needs to ensure efficient project planning processes aligned with the country planning that considers (1) identification of potential risks and adequate mitigation strategies for risks, (2) engagement plan with all relevant stakeholders from the beginning of the project and (3) local conditions, needs, timings and political priorities.</p>	<p>Agree.</p> <p>Country Planning Frameworks (CPF) are the main strategy document that guide and align programming in countries where GGGI works. The CPF for the Peru program has been finalized and published on GGGI's website.</p> <p>A key task of CPFs is to identify the key medium-term outcomes that serve to guide all country programming choices made in the country. In Peru, program outcomes have been identified in the areas of forestry, water and energy, in consultation with the government. These are already actively guiding our programming decisions in Peru.</p> <p>As noted, the CPF will be reviewed and adjusted periodically in response to changes in country context.</p> <p>Additional comments on project planning processes are provided below in relation to Recommendation 3.</p>

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2	<p>Seek more continuity of projects from the strategic planning to the implementation level.</p> <p>A major bottleneck in the uptake of developed strategies and plans are slow processes in the public sector, combined with frequent government changes. Thus, GGGI Peru should aim to tackle these challenges by on the one hand continuing follow-up with the relevant stakeholders on the status of the intended outcomes, and on the other hand, focusing more on moving into implementation to maximize the impact of its activities, as is also foreseen by GGGI's Refreshed Strategic Plan 2015-2020. A positive example of this is GGGI's support to the EcolP project, which advanced the priorities set out in the National Competitiveness Agenda. This shows that GGGI has the potential to move things forward at the implementation level, also by making use of core budget, to ensure that the benefits of policy change are actually realized. In line with its strategic country planning, GGGI should evaluate in which other areas it can support implementation in the areas of forests/sustainable land and water, advancing the NGGS agenda.</p>	<p>Agree.</p> <p>The idea of supporting partner countries with not just green growth policies and planning, but also implementation and financing of those policies and plans, is central to GGGI's <i>Strategic Plan 2015-20</i> and the way in which our country programs work on the ground.</p> <p>Peru is no exception. The evaluation has already noted examples of this approach, in relation to the National Competitiveness Agenda. GGGI is also doing the same in forestry and water, building on the policy and planning work previously done in these areas.</p> <p>In forestry, GGGI is presently developing a program in relation to agro-forestry concessions in the Peruvian Amazon, which would take forward aspects of the National Forestry and Wildlife Plan.</p> <p>Similarly, in water, we are seeking to assist government partners to implement an existing payment for ecosystem services policy, in order to increase investment in natural infrastructure and enhance water security.</p>

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3	<p>With the support of GGGI headquarters, improve project design, monitoring and reporting approaches.</p> <p>GGGI should address key gaps in its project design, monitoring and reporting processes. Design and planning projects should include sound analysis of the institutional context to avoid or mitigate risks that could hinder the achievement of intended policy reforms. GGGI should extend its monitoring and reporting of projects beyond project closure (completion of outputs). This would help GGGI to better track the progress of outcomes in the post-implementation stage, and subsequently enable key lessons relating to outcome achievement to be captured and shared across the organization. GGGI should address these gaps in a manner that minimizes the creation of additional burdens for its staff, particularly country programs with small teams like Peru.</p>	<p>Agree.</p> <p>GGGI is very aware of the 'mission-critical' role that a strong project cycle management system plays and has invested heavily in building such a system in recent years.</p> <p>Clear policies, processes and quality standards are now established for the entire project cycle, (including design, implementation, monitoring and reporting) and mandatory for all country programs.</p> <p>For example, project designs are now expected to include an articulation of the expected results and how they will be measured, the project partners and their roles, and arrangements for project implementation and risk mitigations. To further ensure quality, all proposals are required to undergo internal peer review before being approved.</p> <p>To ensure these are smoothly operationalized and complied with, an online project management IT system ("GGGI Online") has been launched in GGGI. This has also enhanced document management practices and institutional memory in the process.</p> <p>As a result of these reforms, in 2018, GGGI's project cycle management system was assessed as meeting the requirements of EU's Pillar</p>

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		<p>Assessment (a rigorous accreditation process that entities must pass in order to receive EU funding).</p> <p>Notwithstanding these gains, we acknowledge the areas for further improvement identified by the evaluators, related to stronger institutional analysis around outcomes and continuing outcome monitoring after project completion.</p> <p>Options to address these issues will be developed and implemented through GGGI's 'iGROW' working group, which is responsible for overseeing and coordinating reforms to GGGI's programming-related business processes and systems.</p> <p>In doing so, care will be taken to pursue solutions that avoid creating additional burdens or red tape for frontline program staff.</p>
4	<p>Engage more with the international, regional and sub-national levels, and continue engaging operational staff at the ministries that are less affected by changes in government.</p> <p>Within the limitations of a team of three, GGGI Peru should make an effort to strategically select stakeholders to engage with from a regional and/or international level on the one hand, to better position itself and to have access to more strategic allies when it comes to pitching projects and to</p>	<p>Agree.</p> <p>GGGI has been increasingly seeking opportunities to collaborate with international organizations, multilateral banks and bilateral donors in the development and delivery of the Peru country program.</p> <p>A good example is the current development of new forestry and water programs (described above), where GGGI pursuing partnerships with</p>

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	<p>mobilize resources for them. In addition, a better networking at that level would allow GGGI to bring more international green growth expertise into the country, something that is already done, but has been highlighted by several stakeholders as an area that GGGI can still improve.</p> <p>On the other hand, strategic engagement with the sub-national level in Peru would be especially important to move from the planning to the implementation phase of projects.</p> <p>Finally, in the light of the recent frequent changes in government, GGGI should continue the current strategy of building long-term relationships at operational levels in key ministries that are less affected by the staff rotation that takes place with each new government, to ensure some continuity and safeguard entry points. All staff members should be involved in stakeholder engagement efforts.</p>	<p>several specific organizations in order to help the Government of Peru mobilize resources, access global expertise and strengthen alliances.</p> <p>In terms of government partners, it has been a longstanding practice of GGGI to engage with multiple levels of staff within the Peruvian government as well as with different directorates in the same ministry. This approach has enabled us to successfully mitigate risks arising from multiple changes in government in recent years. All members of the country team in Peru are involved in these efforts.</p>
5	<p>Create a communication strategy to improve brand positioning.</p> <p>External communication often falls through the cracks, again because staff capacities at the country office are limited. However, GGGI Peru should invest more in communicating what it does so that stakeholders gain a clearer understanding of its vision and focus. Communication tools will also serve to maintain contact with clients after projects end to keep them informed both about GGGI's activities and about latest developments in green growth, something that has been wished for by several stakeholders. This could be either done through a short newsletter that can be sent out monthly or quarterly via email, or by creating a GGGI Peru</p>	<p>Agree.</p> <p>GGGI currently utilizes a variety of channels for communication, including various social media platforms and press releases posted on the GGGI website. In Peru, GGGI is supplementing these channels with a periodic newsletter, commenced in late 2018. This will be used to help increase institutional visibility and share news with government counterparts, as well as other partners such as development banks, bilateral donors and international organizations.</p>

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	social media page, something that other country offices have done already. Nevertheless, if such tools are created, it needs to be ensured that they are continually managed.	

Annex

List of stakeholders interviewed

No.	Name of organization	Name and position of individual	Interview date	Type of interview
1	Ministry of Economy and Finance (MEF)	Ivan Valentino Analista Senior, Consejo Nacional de Competitividad y Formalización	October 9, 2018	In-person during field visit
2	Ministry of Economy and Finance (MEF)	Cesar Uyeyama Asesor Legal, Consejo Nacional de Competitividad y Formalización	October 15, 2018	In-person during field visit
3	Ministry of Environment (MINAM)	Analia Aramburu Especialista en Dirección General de Economía y Financiamiento Ambiental	October 9, 2018	In-person during field visit
4	Ministry of Environment (MINAM)	Roxana Diaz Asesora en Gestión de la Ecoeficiencia	October 9, 2018	In-person during field visit
5	Ministry of Environment (MINAM)	Gabriela Principe	October 9, 2018	In-person during field visit
6	Ministry of Environment (MINAM)	Ricardo Estrada	October 10, 2018	In-person during field visit
7	Ministry of Environment (MINAM)	Luis Rosa-Perez ex Director General, Dirección General de Economía y Financiamiento Ambiental, now Swiss Cooperation SDC	October 11, 2018	In-person during field visit
8	Ministry of Environment (MINAM)	Roger Loyola ex Director General, Dirección General de Economía y Financiamiento Ambiental, now SUNASS	October 12, 2018	In-person during field visit
9	Servicio Nacional Forestal y de Fauna Silvestre (SERFOR)	Franco Pinatte Forest Expert	October 10, 2018	In-person during field visit
10	Servicio Nacional Forestal y de Fauna Silvestre (SERFOR)	Lucetty Ullilen ex Directora General, Dirección General de Competitividad y Promoción Forestal	October 10, 2018	In-person during field visit
11	Servicio Nacional Forestal y de Fauna Silvestre (SERFOR)	Kelly Soudre Forest Expert	October 10, 2018	In-person during field visit

12	ICRAF	Jonathan Cornelius Coordinator for Latin America	October 11, 2018	In-person during field visit
13	National Water Authority (ANA)	Paola Chinen Former Directora de Gestión y Conservación de los Recursos Hídricos	October 12, 2018	In-person during field visit
14	National Water Authority (ANA)	Guillermo Avanzini Sub-Director, Unidad de Cooperación	November 6, 2018	Online
15	National Water Authority (ANA)	Cesarina Quintana Senior Official at Swiss Cooperation SDC, former ANA	October 24, 2018	Online
16	German Development Institute (DIE)	Alejandro Guarín Research Specialist	October 19, 2018	Online
17	GGGI	Chanho Park Regional Representative Latin America	November 7, 2018	Online
18	GGGI	Aaron Dryer Country Representative Peru	October 11, 2018	In-person during field visit
19	GGGI	Paola Cordova Peru Program Officer	October 12, 2018	In-person during field visit
20	GGGI	Pablo Pena Peru Program Officer	October 12, 2018	In-person during field visit

List of documents reviewed

Document Title	Author	Date
Acuerdo Nacional 2002-2021	GoP	2002
Competitiveness Agenda 2014-2018	GoP	2014
Consultancy for a diagnosis of the current situation and impact of the water and sanitation sector on national competitiveness and setting policy objectives and targets for the period 2014-2018.	Estudio Sergio Salinas Rivas Abogados.	2013
Convenio de Cooperación Internacional GGGI – MEF.	GGGI / MEF	n.d.
Decreto Supremo N° 009-2009-MINAM.	MINAM	2009
Desarrollo de una Metodología para la Medición, Reporte y Monitoreo de la Ecoeficiencia en el Sector Público Peruano	GGGI	n.d.
End-of-Year Results Report 2015	GGGI	n.d.
End-of-Year Results Report 2016	GGGI	n.d.
End-of-Year Results Report 2017	GGGI	n.d.
Environmental Indicators CNC	CNC	n.d.
Environmental Performance Assessment (Green Growth)	OECD	2015
Environmental Performance Reviews. PERU Highlights and recommendations 2016,	OECD	2016

Farm-forestry in the Peruvian Amazon and the feasibility of its regulation through forest policy reform, Forest Policy and Economics, Volume 87, 2018, Pages 49-58, ISSN 1389-9341	Robin R. Sears, Peter Cronkleton, Freddy Polo Villanueva, Medardo Miranda Ruiz, Matías Pérez-Ojeda del Arco	2018
GGGI country strategic planning documents/ ToC/ Log frame	GGGI	2013-2018
GGGI Refreshed Strategic Plan 2015 – 2020	GGGI	Updated 2017
GGI Peru Country Program Evaluation Approach Paper.	GGGI	2018
Green Growth Potential Assessment	GGGI	2016
Guía de Ecoeficiencia para las Instituciones Publicas	MINAM	n.d.
Implementation and funding plans for priority projects (Water)	GGGI	2016
Institutional framework for planning and implementing forestry policies	GGGI	2016
INTENDED NATIONALLY DETERMINED CONTRIBUTION (iNDC) FROM THE REPUBLIC OF PERU	GoP	2015
Investment plan and implementation roadmap for the National Water Resources Plan (NWRP)	GGGI	2015
Memory support: Eco-efficiency platform update	GGGI	n.d.
National Ecoefficiency Strategy	GGGI / MINAM	2016
National Green Growth Strategy Implementation Plan	GGGI	2015
National Green Growth Strategy logical framework document	GGGI / MINAM	2016
National Program of Forest Conservation for Mitigating Climate Change	GoP	2015
National Water Resources Plan 2015 - 2035	ANA	2015
OECD Environmental Performance Review Peru	OECD	2017
Peru Forest Investment Program	CIF	2014
Plan Bicentenario: El Perú hacia el 2021.	Centro Nacional de Planeamiento Estratégico.	2011
Policy implementation plans for thematic areas	GGGI	2016
Project Full Proposal: Peru Competitiveness 2017-2018.	GGGI	n.d.
Recommendations to improve eco-efficiency in government operations	GGGI / MINAM, MINAGRI CNC	2015
Roadmap for priority actions and funding plans (Water)	GGGI / ANA	2016
Technical inputs for the National Forest and Wildlife Plan	GGGI / SERFOR	2016
Technical inputs to develop the NGGS	GGGI	2016
Water sector reform in Peru: PROAGUA II	GIZ	2018

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