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# Final Report

# "Climate Change Management Support Project (PRONAGECC/GestionCC) Phase 2"

Made for

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**Agencia Suiza para el Desarrollo y la Cooperación COSUDE**

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# Table of Acronyms

| Abbreviation | Definition |
|---|---|
| **ANA** | National Water Authority |
| **ARA** | Ucayali Regional Environmental Authority |
| **ARMA** | Arequipa Regional Environmental Authority |
| **BAU** | Business as Usual |
| **CAEP** | Climate Action Enhancement Package |
| **CC** | Climate Change |
| **CDKN** | Climate and Development Knowledge Network |
| **COSUDE** | Swiss Agency for Development and Cooperation |
| **DAR** | Law, Environment and Natural Resources |
| **DGCCD** | Directorate-General for Climate Change and Desertification at MINAM |
| **ENCC** | National Climate Change Strategy |
| **ERCC** | Regional Climate Change Strategy |
| **GHG** | Greenhouse Gases |
| **GestiónCC/PRONAGECC** | Climate Change Management Support Project |
| **GORE** | Regional Government |
| **IKI** | International Climate Initiative |
| **INPE** | National Prison Institute |
| **LTS** | Long-Term Climate Change Strategy |
| **MEF** | Ministry of Economy and Finance |
| **MINAGRI** | Ministry of Agriculture and Irrigation |
| **MINAM** | Ministry of the Environment |
| **MINEM** | Ministry of Energy and Mines |
| **MINSA** | Ministry of Health |
| **NDC** | Nationally Determined Contribution |
| **OECD** | Organization for Economic Cooperation and Development |
| **OECD-DAC** | OECD Development Assistance Committee |
| **SENAMHI** | National Service of Meteorology and Hydrology of Peru |
| **SERFOR** | National Forestry and Wildlife Service |
| **SPA** | Paris Agreement Support Program |
| **SSN** | South South North |

# Resumen Ejecutivo

## 1 Introduction

On 21 August 2020, the external evaluation of Phase 2 of the Climate Change Management Support Project carried out for the Swiss Agency for Development and Cooperation started. The final report presents the results of the assessment regarding the degree of fulfilment of Objectives of Phase 2 of the Project; achievement of expected products, and activities with regard to the Project Document and its Logical Framework for Intervention, identifying the factors that have facilitated or hindered the success of the Project, as well as ideas for new initiatives that could be developed in the region.

For the evaluation of Phase 2 of the Project, the documentation provided by the implementers was analyzed; which contained the operating reports, financial, knowledge products, communication products, etc. Complementarily, 24 interviews have been conducted with the different actors involved in the Project to validate, expand and specify actions, activities and products generated, as well as their impact and quality. It is important to mention that this as a mid-term evaluation, part of the analysis is predictive since some of the products and activities have not been completed. The logical evaluation of the Project was carried out in accordance with the 5 criteria established by the OECD-DAC: relevance, effectiveness, efficiency, impact and sustainability.

## 2 Relevance

The overall goal of the Project is to contribute to improving Peru's ability to implement its NDC and to be a positive influence at the regional and international levels. Its four objectives: Strengthen the instruments and coordination, Improve climate information for decision-making, Improve the implementation of the NDC at the subnational level and Improve the global exchange of NDC, maintain their validity, taking into account the commitments of the Peruvian State under the Paris Agreement for the year 2020,these are: present the updated NDC and start their implementation and present the Long Term Strategy against the Climate Change.

For the development of component 1 the Project coordinates closely with DGCCD and supports the implementation of the activities of the institutional program through the recruitment of three specialists who have joined the Management team. It also proposes to incorporate mitigation and adaptation into planning instruments related to at least two of the prioritized sectors, however, the Project does not consider direct support to the relevant ministries in the prioritized sectors or to the MEF, whose work is cross-cutting and decisive for the effectiveness of the Financial Strategy.

For the development of component 2, the Project finances the generation of CC Scenarios by 2050 and from these, a series of vulnerability studies in the forestry, water and health sectors associated with the CC, important for the development of the National Adaptation Plan. To this end, Libelula has signed an agreement with SENAMHI through which the Project provides the necessary resources for SENAMHI to develop these studies.

For the development of component 3, the Project establishes providing direct support to Ucayali and Arequipa governments to incorporate climate change mitigation and adaptation components into their regional planning instruments, as well as to train them and improve access to financing opportunities for the implementation of mitigation and adaptation measures.

For the development of component 4, the Project establishes participation in different international spaces in order to collect experiences from other regions while generating an impact. SSN has played an important role SSN in developing this component.

# 3 Effectiveness

The four components of the Project have different levels of progress described below:

1. **Better Instruments and Coordination:** The Project supported the development of five well-defined processes: the prior consultation for the adoption of the CC Framework Law Regulations (approved in December 2019), the Long-Term Strategy process, the development of the National Financial Strategy, the development and consultation of the National Adaptation Plan and the participatory space "Dialogues". Regarding these processes, it should be noted that progress is still fundamentally at the level of consultation and formulation but not implementation.

2. **Better climate information for decision-making:** SENAMHI's developing climate and vulnerability studies are well on track and aim to achieve the goal of improving the country's climate information. It should be noted that studies focus on improving information primarily related to adaptation to CC. In addition, a methodological guide for updating CC Scenarios has been developed.

3. **Better implementation of NDC at the subnational level:** it has had a lower progress compared to the other Outcomes. In order to develop this component, Libelula has played an articulating role with MINAM, advising and developing knowledge products. Regarding the priority regions Ucayali and Arequipa, the main development is related to the updating of the ERCC and GHG Inventories, as well as the implementation of a pilot project in Arequipa. In the case of Madre de Dios, specific support has been through the development of the base map for forest Zoning of the region in coordination with SERFOR.

4. **Strong global exchange of NDC:** The Project team has participated in important events and spaces at the international level. It should be noted that two of the long-term specialists dedicate working hours to the Practice Community for the involvement of the private sector of LEDS LAC. Through SSN and its partnership with the Paris Agreement Support Program, a case study of the GestionCC Project has been included in the publication of a framework document for Knowledge Management. Under this component, several communication products have been developed.

Libelula's familiarity with Peruvian climate change processes influenced the achievement of the Project's objectives and SSN's partnerships with international actors such as the NDC Partnership, IKI and SPA were important for the leverage of funds and dissemination of the Project at the international level. On the other hand, the main factors that influenced the achievement of the objectives and goals of the Project were:

- The limited sectoral involvement in the Project.
- Difficulties in submitting projects to private banking.
- Cultural differences with GORE and loss of potential due to management changes.
- The COVID-19 pandemic.
- The late involvement of the private sector in the Project.
- The action of the Project at the technical level but not at the political level.

# 4 Efficiency

The Project has had some delays that are mainly explained by the effects of the COVID-19 pandemic and to a lesser extent by the rest of the factors mentioned in the previous paragraph. These have been reflected in the postponement or suspension of the following activities:

- Outcome 1: Is delayed in the delivery of some documents relating to climate finance; and in the development of the funding source platform. Overall, however, it has made a good breakthrough.
- Outcome 2: Had a satisfactory pace of progress until the second semester. From then on, a possible delay had already been foreseen. However, SENAMHI has officially requested an extension to comply with the delivery.

- Outcome 3: Is delayed on three of the products. One of them, the pilot project at a prison in Arequipa is suspended. In addition, the organization of a forum with the international investor community and a training program for regional government officials are adapting to the current context.
- Outcome 4: Some NDC exchange events have had to be redefined or postponed, such as a workshop in the LAC and COP26 LEDS Practice Community. Although there is a budget under execution, the progress of Outcome 4 goes according to the planned number of events.

During this phase, the provision of human resources directly at the service of the DGCCD, which has positively influenced the dynamization of the processes, has allowed to optimize the resources. In addition, the Project has promoted synergies for the development of the multi-co-operator-funded "Dialogue" process and the channeling of funds for the development of the LTS and the energy NDC update. Regarding feedback and role-distribution among implementing partners, the coordination difficulties with SSN presented in the previous phase have been overcome.

# 5 Impact

At the national level, the Project has had a direct and significant impact on the four key processes through the channeling of funds, and the provision of human, financial and knowledge products that have made it possible to start or continue activities of the country's climate agenda, as well as to reach a greater scope.

The impact of the studies developed by SENAMHI will depend to a large extent on the effectiveness of socialization and the mechanisms promoted to ensure that sectors use them for decision-making to promote adaptation to the CC. It can therefore be said that they have served as an important input for the development of NAP and that, without intervention, they would not have been able to be done as quickly.

At the subnational level, the support of the Project has been fundamentally technical which has resulted in a catalyst effect on regional processes that usually lack resources and do not have agile and effective channels to coordinate with MINAM and other Ministries to properly conduct complex processes. With regard to capacity building at the subnational level, it is expected that the planned training program, as well as the forum with the participation of the international investor community, will have a positive impact especially on the negotiating capacity of officials and the strengthening of other soft skills.

At the regional (Latin America and Caribbean) and international levels, the Project has had a moderately significant impact. On the one hand, the Project has participated in several international events and spaces, highlighting among them the community of practice of LEDS LAC, where it has exhibited the Peruvian model. The most relevant achievements have been the taking of GestionCC as a reference in the document published by the SPA on Knowledge Management and exhibitions at international events, both virtual and face-to-face on the pilot project implemented in Arequipa.

# 6 Sustainability

One of the target groups where tools have been implemented and capacities have been strengthened to ensure the sustainability of the Project are regional governments, since thanks to the Dialogues process, regional actors have recognized and understood how they can contribute to the implementation of mitigation and adaptation measures to comply with the NDC. However, given the high personnel replacement rate at regional governments, it cannot be assured that these achievements are maintained over time. About the pilot projects in Arequipa and Masisea, it will also be important to establish mechanisms to ensure the proper operation and maintenance of the systems.

In addition, during the development of Phase 2, different methodological guides have been developed that contribute to the assurance of regular updating and the replicability of technical studies such as the CC Scenarios by 2050, Forest Zoning and the Arequipa GHG Inventory as they will allow various institutions and professionals in climate change to use it to promote the implementation of the NDC. As part of the expected outcome of this Phase, it is also necessary to develop financial strategies to ensure the generation and updating of information. Preliminarily, SENAMHI is evaluating three options: (i) request additional resources to the MEF, (ii) apply to budget programs, and (iii) request a financial transfer from MINAM.

Another important point related to the sustainability of the Project is related to specialists who lead key processes in MINAM and whose permanence in the team after the completion of Phase 2 cannot be secured, due to the limited institutional budget. It is therefore important to consider an exit strategy involving its permanence or in the worst-case scenario, the transfer of knowledge and functions to other officials of the Ministry.

Finally, the participation of the private sector and civil society in the implementation and financing of the NCs should be strengthened, as the main promoters of the sustainability of the Project. Closer work with the private sector has initiated in recent months through the 2021 climate action tables where the use of the Carbon Footprint and Cleaner Production Agreements tools has been promoted.

# 7 Conclusions

The intervention facilitated relevant processes at the national and subnational levels that would not otherwise have started or would not have had the same scope. While during Phase 2 the Project has continued to contribute to the creation of enabling conditions, there is no significant progress in the implementation of the NDC. This is considerably because the country's conditions and the context of the intervention have made the transition to the implementation stage difficult, since, at both the national and subnational levels, the strategic planning stage is not yet completed. In this regard, the following opportunities have been identified to enhance and replicate success stories:

- The commitment of ministries in the relevant mitigation and adaptation sectors and the Ministry of economy is essential to shorten the gap between planning and action.
- The implementation of sustainable and replicable pilot projects impacting civil society and the private sector is an effective mechanism for boosting climate action. The support by relevant sectors is essential for them to be successful.
- There is great potential for GHG mitigation and adaptation to CC differentiated by region that can be well exploited to enable the country to meet its NDC.
- The involvement of the private sector is decisive for the implementation of NDC and for putting pressure on the public sector. It has shown its interest in participating in the country's climate decision-making and action process.
- Institutionalization of knowledge, capacities and resources in general is essential to ensure the sustainability of climate information updating and for climate action itself.
- The communication and dissemination of the Project's activities is essential to generate an impact on civil society. This communication should incorporate the cross-cutting approaches of the NDCs and be understandable by the different audiences to which it is aimed.

# 8 Recommendations

To enhance the project's achievements, it is suggested that:

- Strengthen focal points and environmental divisions within sectoral ministries and improve cross-sectoral coordination and for the NDC upgrade and implementation process.
- Empower GORE with technical tools to formulate and execute sustainable NDC-aligned projects under a standardized, replicable scheme. Ensure the sustainability of the projects implemented and to be implemented.
- Strengthen coordination between Sectoral Ministries and Regional Governments to improve the implementation of mitigation and adaptation measures identified in the territories.
- Increase the participation of private business sector actors and incorporate financial private sector actors and promote the effectiveness and sustainability of the implementation of existing instruments and the creation of new ones.
- Strengthen knowledge management in Regional Governments and the institutionalization of focal points for the continuity of regional climate management.

Through the experience of the Project, two important issues have been identified that could be considered for application in other regions. The first relates to Knowledge Management and the creation of discussion spaces to increase civil society's access to climate information while institutionalizing climate knowledge and the second linked to vertical integration between the National Government and subnational governments in countries with a centralization problem similar to that of Peru.

# 1 Introduction

The external evaluation of Phase 2 of the Climate Change Management Support Project started on 21 August 2020 carried out for the Swiss Agency for Development and Cooperation. This final report presents the results of the critical assessment regarding the degree of fulfilment of objectives of the Project's Phase 2; achievement of expected products, and proposed activities with respect to the Project Document and its Logical Framework for Intervention, identifying the factors that have facilitated or hindered the success of the Project. It also presents ideas for new initiatives that could be developed in the region considering the contribution of the project and its experience.

For the evaluation of Phase 2 of GestionCC, the documentation provided by the executors was analyzed; which contained the operating reports, financial, knowledge products, communication products, etc. Complementarily, 24 interviews have been conducted with the different actors involved in the Project to validate, expand and specify actions, activities and products generated, as well as their impact and quality.

It is important to mention that the COVID 19 pandemic declared in March this year affected the development of the project and that this evaluation began in August, having not completed the project, the end of which was initially planned for May 2021. Therefore, some of the analysis is predictive based on information reported by documentary means as of June 31, 2020 and information provided by interviewees. Many of the products and activities have not been completed.

Section 3 presents the logical evaluation of the Project in accordance with the 5 criteria established by the OECD-DAC: relevance, effectiveness, efficiency, impact and sustainability. Relevance describes the extent to which the objectives and design of the intervention respond to beneficiaries, needs, policies and priorities. Effectiveness describes the extent to which intervention is expected to achieve its objectives and results. Efficiency considers the extent to which profitable and timely results are delivered. The impact addresses the extent to which it is expected to generate positive or negative effects of the highest level. Finally, sustainability describes the extent to which the net benefits of the intervention are likely to continue.

Sections 4 and 5 present the conclusions and recommendations respectively. Section 6 lists Annexes A1 Logical Matrix, A2 Interviewed Actors, A3 Events and Meetings organized by the Project, A4 Development of ToR-specific questions, A5 Concept Notes, A6 Assessment Grid and A7 Presentation Meeting Minutes.

# 2 Evaluation of project logic

The logical evaluation of the Project was carried out based on the documentary review of project documents, operational plans, operational and financial reports and products provided by the executors. Perceptions obtained from the 24 interviews conducted have also been considered. This evaluation is based on the 5 criteria proposed by the OECD – DAC.

## 2.1 Relevance

Considering the current situation, marked by the COVID 19 pandemic, support for Climate Change Management in the country becomes a critical need. At the country level, different levels and sectors of government are concerned about addressing the crisis faced by the country in its political, economic and public health dimensions. Globally, on the one hand, concerns about the effects of climate change have increased, creating opportunities for climate action; on the other hand, productive activities are expected to intensify. In this context, support of the Project helps to prevent climate action from being left aside.

The overall goal of the Project is to contribute to improving Peru's ability to implement its NDC and to be a positive influence at the regional and international levels. The first three objectives: Strengthening instruments and coordination, Improving climate information for decision-making and Improving the implementation of NDC at the subnational level aim to achieve enabling conditions for the implementation of the NDC, while the fourth objective: Improving the global exchange of NDC aims to positively influence at the regional and international levels. These remain valid, considering the commitments of the Peruvian State under the Paris Agreement for the year 2020, these are: to present the updated NDCs and initiate their implementation and to present the Long-Term Strategy against Climate Change.

The Project, as designed, prioritizes the mitigation of CC in the energy and forestry sectors and adaptation to CC in the water and health sectors, as well as the improvement of the implementation of ERCCs in Arequipa, Madre de Dios and Ucayali. The selection of sectors and regions has been appropriate, as long as it has been carried out in line with Phase 1, where it supported by the ERCC development processes of the Arequipa and Ucayali regions and identified projects in the water, forestry and energy sectors. In this second phase the health sector and Madre de Dios region were added.

The intervention has been designed in coordination with DGCCD and is characterized by its flexibility and adaptability to the requirements of the direct beneficiaries of each component, who make up the Project Steering Committee during its Phase 2. Therefore, while the activities of the intervention sometimes divert from the products initially offered, they are generally well oriented towards the achievement of the four Outcomes and the overall goal. This characteristic is not perceived in a negative way among the beneficiaries, but, on the opposite, allows the adaptation of the Project to the programs and processes to the way in which the institutions operate. The committee has representatives of DGCCD, SENAMHI, the GORE of Arequipa, Ucayali and Madre de Dios and the SDC.

For the development of component 1, the Project coordinates closely with DGCCD and supports the implementation of institutional program activities through the recruitment of three specialists who have joined MINAM team and through facilitation and dynamization mechanisms. The Project offers support for the development and implementation of regulations and the development of the participatory process "Dialogues on NDC", hereinafter "Dialogues", whose main objective is to collect contributions from the different sectors and regions for the updating of the NDC in compliance with the commitment of the Paris Agreement. It should be emphasized that the "Dialogue" process is not an initiative of the Project and the regional meetings held within the framework of the Project have been financed by several cooperators. In short, it can be said that the DGCCD has appropriated the intervention and benefited from the support to advance the implementation of the national climate program in accordance with the requirements of the Framework Law on Climate Change and its Regulations.

This component also proposes to develop project documents and methodological guides to incorporate mitigation and adaptation into planning instruments related to at least two of the prioritized sectors. The Project does not consider direct support to the sub directorates of the competent ministries in the prioritized

sectors -MINEM, MINSA and MINAGRI- nor to the MEF, whose work is transversal and decisive for the effectiveness of the Financial Strategy, but it does provide support to MINAM by facilitating coordination with these. Therefore, these ministries have not participated in the planning of the Project nor are they part of the Steering Committee. In this regard, it should be noted that as a result of the external evaluation of Phase 1, it was recommended to improve the involvement of other sectors in the Project. Considering that Phase 2 contemplates a greater ambition regarding the implementation of the NDCs, direct coordination with the relevant sector actors would be important to achieve the fulfillment of this goal.

The proposed approach to this component is to promote the empowerment of the sector, specifically DGCCD and is considered appropriate for the reasons already set out. Work has also been done on highlighting the importance of funding for the implementation of measures, reflected in support for the development of the National Financing Strategy. On the other hand, this approach should be complemented by improved cross-sectoral coordination.

For the development of component 2, the Project finances the generation of CC Scenarios by 2050 and from these, a series of vulnerability studies in the forestry, water and health sectors associated with CC, important for the development of the National Adaptation Plan. To this end, Libelula has signed an agreement with SENAMHI through which the Project provides the necessary resources for SENAMHI to develop these studies. Component 2 also includes the development of a protocol for updating the CC Scenarios and a financing plan with a view to the sustainability of this exercise, as well as the development of summaries for the sectoral authorities: SERFOR, MINSA and ANA. Again, while the Project considers the socialization of products, it does not consider an early direct involvement of sectoral representatives.

The proposed approach to component 2, Knowledge Management and Ensuring Financial Sustainability, has been relevant as SENAMHI specialists have been trained and given resources to develop and generate tools to ensure regular updating of climate studies.

For the development of component 3, the Project establishes providing direct support to the Ucayali and Arequipa governments to incorporate climate change mitigation and adaptation components into their regional planning instruments, as well as to train them and improve access to financing opportunities for the implementation of mitigation and adaptation measures, considering that the development of Phase 1 the Project supported the development of ERCCs in these two regions.

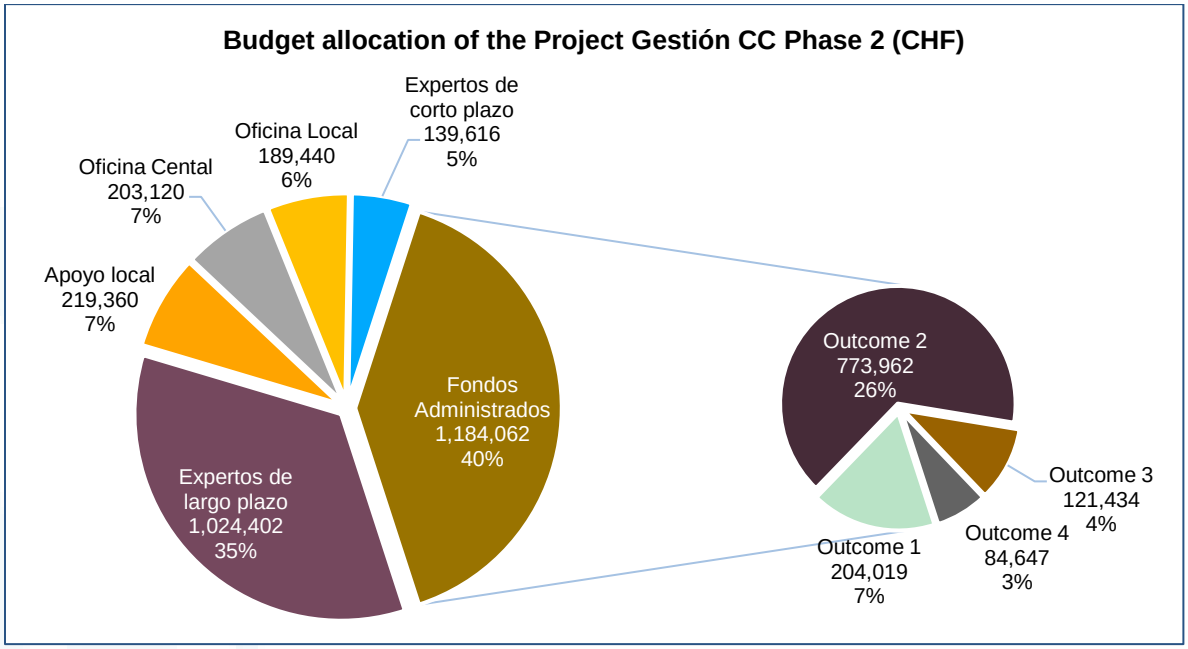
The proposed approaches to component 3 concern increasing local government and private sector participation and improving access to financing. Activities to develop a training program and to support the approval of the Arequipa and Ucayali ERCC, reflect the characteristic of the first approach. However, given that the objective is to achieve implementation, it is relevant to include an approach aimed at implementing mitigation and adaptation measures. About the approach to accessibility to financing and private sector participation, it is of high relevance to obtaining resources that can translate into tangible results.

For the development of component 4, the Project establishes participation in different international spaces in order to collect experiences from other regions while generating an impact. The proposed approach to component 4 has been to strengthen global exchange and is considered appropriate. SSN has played a role in the development of this component.

Finally, some of the innovative activities are the following: the organizational and systematization role of the Project in the participatory process 'Dialogues'. In addition, through the support of SENAMHI, important inputs have been generated through the modelling of climate scenarios, as well as the water potential study through the SWAT[1] model, for which modern software has been used.

**<u>Budget allocation analysis</u>**

[1] Model used for the simulation of the quality and quantity of surface and groundwater and to predict the environmental impact of land use, soil management and climate change.




The budget has been distributed into six categories described below:

- **Long-term experts**: budget for the recruitment of nine experts who make up the implementing team. Managed by Libelula and executed in Peru.
- **Local Support**: budget for the hiring of an external accountant; as well as the hiring of "Libelula for profit" to provide courier and cleaning services. It also includes travel, equipment acquisition and operating costs.
- **Managed Funds**: budget for the implementation of the four Outcomes of the Project. Managed by Libelula and executed in Peru.
- **Central Office**: budget for Project Support and Administrative Support positions, corresponding travel and accommodation expenses, as well as the payment of an administrative fee. Managed by SSN and executed in South Africa.
- **Local Office**: budget for the positions of Technical Leader, Local Strategic Advisor, Technical Leader and Technical Experts, as well as the corresponding expenses for travel and accommodation. Managed by SSN and executed in South Africa.
- **Short-term experts**: budget for the hiring of four consultants of "Libelula for profit", as well as the corresponding expenses for travel and stay. Managed by SSN and executed in Peru.

40% of the budget corresponds to the implementation of the four Outcomes (4% more than the budget allocated for the same category in Phase 1), while the remaining 60% is mainly intended to cover expenses of technical and administrative personnel, travel, accommodation and equipment acquisition. It is considered that the allocation of 40% to the implementation of the four Outcomes remains a low percentage, however, it is relevant to emphasize that three of the long-term experts (category assigned to 35% of the total budget) are part of the MINAM team and for this reason have worked directly on the implementation of Outcome 1 mainly. In addition, two of the long-term experts dedicate hours of work to the LEDS LAC Community of Practice, an activity of Outcome 4. This means a budget allocation that directly favors the execution of the project.

The graph shows that a considerably larger budget has been allocated to Outcome 2 than the rest of the Outcomes and this is reflected in the degree of fulfilment of the corresponding objectives and their impact presented in the following sections. A better balance between Outcomes 1, 2 and 3 would favor the achievement of the overall goal.

## 2.2 Effectiveness

This section presents an analysis of the extent to which the project is meeting its objectives and the factors that have influenced it, as well as the effectiveness of the strategies used.

5. **Better instruments and coordination**

The Project has contributed to strengthening the DGCCD management ability through support for the development of the following processes: the prior consultation of the Regulations of the CC Framework Law (approved in December 2019), the concept note for the Long-Term Strategy which will at the same time be the ENCC by 2050, the development of the National Financial Strategy, the development and consultation of the National Adaptation Plan and the "Dialogues".

The first four processes mentioned are a significant step forward in the objective of instrument improvement. The specific support of the Project during the elapsed period consisted of the following: (i) The extension of the scope for the development of the previous consultation, which was important for reaching several agreements and approving the Regulation. (ii) The channeling of CAEP funds that enabled the development of a concept note as a proposal for the development of ENCC. (iii) The leadership of one of the specialists funded by the Project in the development of the National Financial Strategy and the development of several products which serve as inputs for this Strategy. (iv) The organization and/or facilitation of webinars for the consultation of the National Adaptation Plan through the GoToWebinar platform and the development of CC Scenarios by 2050 as input for its development. Regarding these processes, it should be noted that progress is still fundamentally at the level of consultation and formulation but not implementation.

On the other hand, the Dialogues' participatory space is a step forward in the objective of improving coordination with sectors and regions especially. The specific support of the Project has consisted of the following: through a consultancy, a diagnosis was made of the NDC linked to the regions of Peru that served as input for meetings with regions, during which the representatives of the different GORE identified its NDC potential for implementation thus increasing the ambition. In addition, two specialists funded by the Project participated in the conceptualization and organization of this process and the systematization of the information collected at the meetings from which sectoral and regional thematic data sheets on the NDCs are being developed.

6. **Better climate information for decision-making**

In general, SENAMHI's developing climate and vulnerability studies are well-targeted and aim to achieve the objective of improving the country's climate information. It should be noted that studies focus on improving information primarily related to adaptation to CC, but not GHG mitigation. In addition, a methodological guide for updating CC Scenarios has been developed.

7. **Better implementation of NDC at the subnational level**

It has made less progress compared to the other Outcomes and is partially aimed at achieving its goals. In general, for the development of this component, Libelula has played an articulating role with MINAM and developing technical knowledge products. The Project contributes to the objective of improving the implementation of NDC at the subnational level through support for the "Dialogue" process mentioned in component 1. Regarding the prioritized regions Ucayali and Arequipa, the main progress is related to the updating of the ERCC and GHG Inventories. Ucayali has already approved his ERCC, while Arequipa has not yet approved it. The project's specific support in the case of Ucayali has been the facilitation of a meeting with MINAM and the DAR for the review of the GHG Inventory and for its socialization. It has also provided advice for the development of NDC implementation reporting templates, as well as for the design of a training program for representatives of financial and executive organic units. In the case of Arequipa, the regional GHG

Inventory was completed through a consultancy and socialized with the GORE technical team. This Inventory, as well as a risk analysis that the Project conducts serve as inputs for the development of the ERCC. Finally, in the case of Madre de Dios, specific intervention has been through consultancies that support the development of the base map for forest Zoning of the region in coordination with SERFOR. It should be emphasized that the inclusion of this activity in the Project was carried out at the request of the DGCCD and because of that, coordination with Madre de Dios has not been constant.

In relation to the pilot projects, Arequipa has been able to implement a small-scale pilot project consisting of the installation of a charge station and solar panels at the ARMA headquarters. The specific support of the Project has consisted of the installation itself and the coordination with the company Novum Solar, which has lent the solar panels. Meanwhile in Ucayali, a larger-scale project is underway to install a solar plant that provides power to Masisea district, currently with limited access to it. The support of the Project has consisted mainly of the articulation of the Municipality of Masisea with the Directorate of Rural Electrification of MINEM and through the advice of a consultant to technically optimize the project file. The bidding for the implementation of the project is estimated to occur at the end of this year to start the execution at the beginning of 2021. In addition to these two projects, it had been planned to implement a solar energy project in an INPE prison, however, this has not been possible for reasons explained below. With regard to pilot projects, it should be noted that private investment projects have not been executed and that no projects have been identified in the forestry or water sectors - also prioritized- despite the fact that during Phase 1, project documents were worked on in these two sectors. Due to the complexity of coordinating sectoral and subnational actions for the execution of pilot projects, it was decided to prioritize the energy sector, which is of more interest to the central government and probably one of the most complex due to the high technological level it entails. A consultancy is currently underway in Ucayali to identify public projects that align with the NDCs and a possible case study is being evaluated for a private solar energy investment project in a lodge.

On the other hand, it is not possible to evaluate results of products 12, 13 and 14 which include a capacity building program of sectoral and regional actors for the implementation of NDC, an event organized with the international investor community and information campaigns at the regional level. The first two are in the process of adapting to virtualization.

**8. NDC's strong global exchange**

The Project team has participated in important international events and spaces listed in the table presented in the Impact section, constituting a step towards the objective of strengthening the global exchange of NDC. It should be noted that two of the long-term specialists dedicate working hours to the Community of Practice for the involvement of the private sector of LEDS LAC. In addition, through SSN, the Project has managed to leverage CAEP funds for the development of the LTS. Similarly, through SSN and its partnership with the Paris Agreement Support Program, a case study of GestionCC Project has been included in the publication of a framework document for Knowledge Management. Finally, several communication products listed in the impact section table have been developed under this component.

The main factors that influenced the achievement of the objectives of the Project were the constant coordination with DGCCD and SENAMHI. Another factor that positively influenced was the experience of the consulting companies Libelula and SSN in the development of climate change projects. In the case of Libelula, familiarity with Peruvian processes related to Climate Change because of the prior development of Phase 1, its experience with the private sector through the linkage with NEXOS+1, as well as with other relevant climate actors were important. In the case of SSN, partnerships with international actors such as the NDC Partnership, IKI and SPA were important for fund leverage, synergies generation, participation in international events and dissemination of the Project at the international level.

The main factors that influenced the achievement of the Project's objectives and goals were as follows:

a) The lack of fluidity with the INPE authorities for the development of a solar energy pilot in a prison in the Arequipa region due to the complex political situation of that institution. Although considerable effort was made to carry out the project, circumstances did not allow it.

b) Insufficient sector involvement in the Project. In the case of the MINEM in the processes related to the energy sector, in the case of the MEF, in the processes related to the Financial Strategy; as well as SERFOR and ANA in the development of vulnerability studies. The main cause of this is the structural problem of the country's sectorization, the solution of which is beyond the scope of the Project. During the evaluated period, the Project has not coordinated directly with the sectors, but has done so through MINAM. At the national level, the coordination of MINAM with other ministries and their climate awareness needs to be strengthened. Again, the solution of this problem exceeds the scope of the Project.

c) Difficulties in submitting projects to private banking, due to the change in the procedure for project presentation to the Green Climate Fund, which now requires a draft developed, which involves taking a greater risk, decreasing the number of proposals received.

d) Territorial dynamics and cultural differences with the GORE, as well as management changes at the subnational level. In the case of Arequipa, for example, the change of government prevented the continuation of the sustainable AQP campaign for political reasons. Territorial dynamics is also evidenced in the delay in the Arequipa ERCC process because it is not yet robust enough. This might be related to the fact that there is less availability of technical capacities in governments. To this end, the Project has contributed to the preparation of a GHG inventory and is conducting a risk analysis.

e) The COVID-19 pandemic adversely affected the development of the project as its intensified instability and affected institutional roles in the country. Some events had to be suspended, postponed or redefined at the national and international level. In addition, there was a delay in climate studies by SENAMHI due to the limitations of remote work.

f) The late involvement of the private sector in the Project, to some extent due to the lack of conditions and instruments to work with them.

g) The action of the Project at the technical level but not at the political level. The complexity of influencing at the political level and the difficulties experienced during Phase 1 led to a Phase 2 design aimed at having a facilitator and catalyst role at the technical level.

**Intervention strategy**

The Project has 5 main strategic lines of intervention that have been generally effective.

1. Consolidation and development of what has been learned and achieved in Phase 1. Its implementation is reflected in the continuation of support to MINAM and the GOREs in processes initiated in Phase 1 such as the adoption of the Regulations of the CC Framework Law and the ERCC of Arequipa and Ucayali. However, there has been no continuity in other aspects such as the use of the projects identified in the water and forestry sectors, as well as in the implementation of the Distributed Generation Law and the work done with universities. During Phase 2, the implementation of pilot energy projects was prioritized due to DGCCD's interest in working in the sector. On the other hand, the Distributed Generation Law process is paused, apparently because of political issues.

2. Promotion of more diverse and broader stakeholder involvement, including mainly the private sector as guarantor of the sustainability of the project. This approach is mainly reflected in increased private sector participation in the events supported by the Project, which shows effectiveness in convening, but not necessarily to involve it with the country's climate processes. Recently, work is under way with the private sector at Peru 2021 climate action tables and the issue of cleaner

production agreements is being resumed, as well as the use of the Peru Carbon Footprint platform, the launch of which was supported by the Project.

3. Strengthening networks and access to better information. It has been mainly applied in the development of components 2 and 4 respectively.

4. Prioritization of the use or improvement of existing structures, rather than creating new ones. It has been decisive and transversal to the entire implementation of the Project. It is particularly reflected in the support of the "Dialogue" process, the launch of the Carbon Footprint platform and its promotion through the Peru 2021 tables. Efforts are also made to identify which public investment projects in Ucayali's existing portfolio align with the NDCs rather than develop projects from scratch.

5. Flexibility in changing situations. It is reflected in the ability to adapt to the needs and requirements of the main beneficiaries, as well as by redefining projects or seeking alternatives to adverse situations, including the COVID-19 pandemic.

**Knowledge transfer**

At the national level, as already mentioned, three specialists are currently part of the MINAM team and knowledge products listed in the table below have been generated and have served for the processes already discussed. In addition, the Project has generated knowledge, through two brief trainings and indirectly has strengthened capacities through support for the development of the aforementioned studies by SENAMHI; however, so far only the MINSA has been directly involved in the development of studies corresponding to the thematic area of health. While a webinar has been carried out for the socialization of these products, it is important that during the remaining period greater participation of the sectors involved in the development stage is promoted through meetings and requests for technical opinion.

At the subnational level, knowledge products have also been generated, the usefulness of which is described in the table below. It should be noted that one of the products offered related to capacity building, consisting of a training program for at least 60 sectoral and regional actors, has not yet been implemented.

| Knowledge products | Use |
|---|---|
| Concept Note on Private Sector Participation in the Implementation of NDCs | It has guided DGCCD's actions related to the involvement of the private sector. |
| Concept Note: Study to Develop the National Climate Change Strategy by 2050 | Climate Change Strategy Development Process as of 2050. |
| Methodological guide to incorporate NDC cross-cutting approaches to regional and sectoral CC planning | Greater use is required. |
| Design of a guarantee fund for the promotion of investment in renewable and clean energy, food security, ecosystem services, research, technological development and innovation in climate change adaptation. | In the process of elaboration. Input for the development of the National Climate Finance Strategy. |
| Collecting and systematizing information on NDC financing strategy formulation processes in Latin American and Caribbean countries. | Input for the development of the National Climate Finance Strategy, has been presented to the MEF and MINAM at a meeting. |
| Methodological Guide to the Generation of Climate Change Scenarios | In the process, it will allow the updating of the CC Scenarios. |
| Advances in Peru's climate change scenarios: Projections by 2050 | Input for the development of the National Adaptation Plan and for sectoral vulnerability studies |
| Climate Extreme Trends and Indicators and Climate Change Scenarios in Peru | In process. Preliminary results have been socialized through a webinar. |
| Cold waves in Peru | In process. Preliminary results have been socialized through a webinar. |
| Generating climate thresholds and their frequency associated with the health sector | In process. Preliminary results have been socialized through a webinar. |

| | |
|---|---|
| National climate classification, reference period 1981-2010 | In process. Preliminary results have been socialized through a webinar. |
| Evaluation of the change in Biome limits | In the process. Preliminary results have been socialized through a webinar. |
| Estimate of present and future water supply | In the process. Preliminary results have been socialized through a webinar. |
| Analysis and systematization of Nationally Determined Contributions linked to the regions of Peru | Input for the development of the participatory process "Dialogue with regions" |
| GPS data processing of geodesic checkpoints on Madre de Dios base map | Input for the work of the base map of module I of the Forest Zoning of Madre de Dios |
| Methodological Guide to Forest Zoning | It is intended to serve the development of Forest Zoning processes at the national level |
| Arequipa GHG emissions and/or absorption estimates report | Input for the development of Arequipa's Regional Climate Change Strategy, it has been presented to the GORE Technical Group. |
| GEI Regional Inventory Processing Procedure - Arequipa | For the purpose of the updating of the Arequipa GHG Inventory, it has been submitted to the Technical Group. |
| Identification of a public project portfolio aligned with the NDC in Ucayali | Input for the implementation of a pilot project and for the implementation of NDC in the region in general. |
| Design of a Climate Change Capacity Building program and implementation of the NDC | Input for the development of a Climate Change Capacity Building Program |

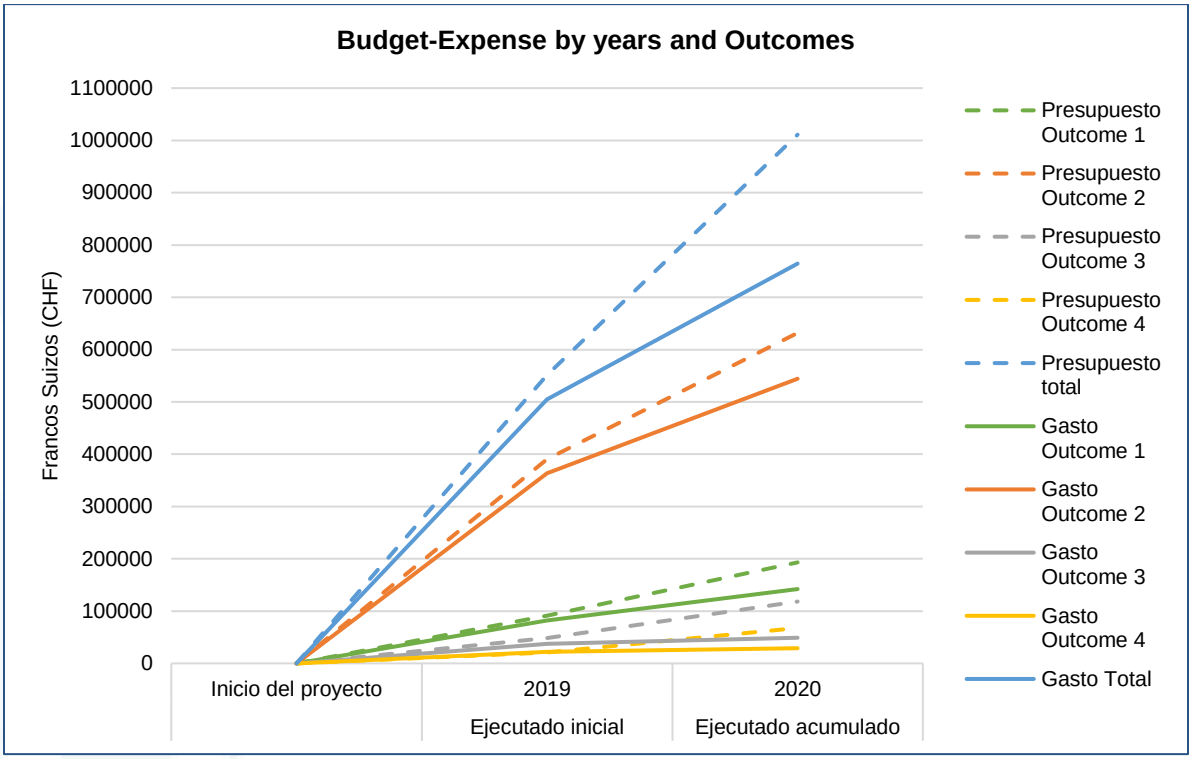
Finally, the indicators used in some cases are effective in identifying product compliance. In other cases, they are unspecific or simply determine several events, meetings or studies conducted, but do not allow to obtain a measure of their impact. In addition, due to the flexibility of the Project, some of the indicators are no longer valid.

## 2.3 Efficiency

This section presents a brief analysis of the efficiency with which human and economic resources have been used, as well as progress over time.

**Cost-efficiency analysis of the Project**

With regard to the categories of Long-Term Experts, Local Support, Central Office, Local Office and Short-Term Experts, the implementation of the budget has been efficient, with the exception of travel and accommodation, due to the COVID-19 pandemic; however, these amounts do not represent a significant percentage of the total budget. For this reason, a cost-efficiency analysis is then focused on the implementation of the budget of the Managed Funds by Outcome.




For the analysis it has been considered that the expenditures presented in the chart correspond to the period elapsed from the beginning of the Project until June 2020, however, the budgets correspond to the full periods of the years 2019 and 2020. In this sense, expenditures constitute 74%, 86%, 41% and 43% of the budget allocated for the period from the start of the Project to December 2020 for Outcomes 1, 2, 3 and 4 respectively. The above percentages reveal a moderately efficient budget execution for components 1 and 2 and are inefficient for components 3 and 4. It should be emphasized that the expenditure implemented, and the expenditure committed have been taken for this analysis.

The delay in the implementation of the budget from the second period is mainly explained by the effects of the COVID-19 pandemic and in general by the factors referred to in the previous section. This has been reflected in the postponement or suspension of the following activities:

- Outcome 1: Has been delayed in the delivery of some documents relating to climate finance; and in the development of the funding source platform. Overall, however, it has made a good breakthrough.

- Outcome 2: Had a satisfactory pace of progress until the second semester. From then on, a possible delay had already been foreseen and it has worsened due to the limitations of remote work being carried out by SENAMHI specialists. However, SENAMHI has officially requested an extension to comply with the delivery.

- Outcome 3: Is has delayed on three of the products. One of them has been the pilot project in a prison in Arequipa that is suspended. In addition, the organization of a forum with the international investor community and the training program for regional government actors are in the process of adapting to new circumstances.

- Outcome 4: Several NDC exchange events have had to be redefined or postponed, such as a workshop in the frame of the Community of Practice of LEDS LAC and the COP 26. Although there is an under execution of the budget, the progress of Outcome 4 goes according to the planned number of events channeled by the Project with the international community.

During this phase, the availability of human resources directly at the service of the DGCCD stands out, which has had a positive influence on the dynamization of the processes already mentioned, has allowed to optimize resources and drives the products to the specific needs of the beneficiaries. In addition, the resources of the Project also covered the need for human resource at SENAMHI to generate climate studies. At the subnational level, the challenge has been greater, due to the dynamics of the regions whose situation has worsened as a result of the COVID-19 pandemic that paralyzed activities almost completely for two months. Although the Project has managed to catalyze the climate strategy processes of the GORE of Arequipa and Ucayali, the pace of progress is still slow and the effect has not been the same as at the national level, since the Project has only one specialist dedicated to NDC implementation at the sub-national level. Although coordination is fluid and constant with the regions, the level of appropriation of the Support does not match the level that has been achieved in the DGCCD.

**Channeling of external (public and private) resources to the Project**

SSN has played an important role in channeling international resources. Through the Project, synergies have been promoted for the development of the "Dialogues" process, financed by various cooperators. CAEP funds have also been channeled to start the LTS development process, as well as for the hiring of an intersectoral coordination specialist and a coordination specialist with the energy sector in order to collect information on the progress of the NDCs and their updating.

Through the Project, it has been possible to channel resources for the execution of pilot projects. In Arequipa, for solar panels and an electric station were loaned from the companies Novum Solar and EcoRide respectively. Currently, a similar project is being evaluated to be implemented in hospitals in the region. In Masisea, thanks to the technical support of the Project and the mediation between the Municipality and the MINEM, the approval of a public investment project to supply solar energy to the population of the Masisea district is expected to be achieved.

SENAMHI is also being supported to develop a strategy that allows to finance the periodic update of the Climate Change Scenarios. This has not yet been defined. Three options are being preliminary considered: i) requesting additional resources from the MEF, ii) applying to budget programs, and iii) requesting a financial transfer from MINAM.

Finally, SSN has managed the inclusion of a case study of the GestionCC Project in a study on Knowledge Management funded by the SPA. In addition, the Side Events of COP25 were co-financed with the NDC Partnership. These were important spaces to showcase the experiences of the Project.

**Monitoring and feedback**

Regarding feedback and role-distribution among executing partners, the coordination difficulties with SSN presented in the previous phase have been overcome, making significant contributions to the achievement of Outcome 4 and advice on administrative and financial issues and in the review of reports in general. In addition, the Steering Committee met at the beginning of the intervention periods, 2019 and 2020.

On the other hand, due to the nature and design of the Project, while it is understandable that representatives of the prioritized sectors have not been included in the Steering Committee, it would be beneficial for them to participate in meetings as guests when relevant. Finally, it is worth mentioning that the Project has used a timeline with the products and activities per component to carry out the monitoring. However, compliance with activities with the level of detail and under the same scheme of the Operational Plans for the years 2019 and 2020 has not been reported, making it difficult to compare between what is planned and implemented.

## 2.4 Impact

During this Phase 2, the Project has had a dynamizing and catalyst effect of strategy and regulatory definition processes through fundamentally technical support. However, there is still no direct impact attributable to intervention on the implementation of projects and measures, which will allow results to be observed in the implementation of the NDC during this year. During the evaluation process, the need to intensify and accelerate current efforts to engage sectors, the private sector and civil society in general with climate action has been demonstrated in order to have the expected impact.

**Cost-benefit analysis**

The analysis below considers expenses directly related to the implementation of the Outcomes as of June 30, 2020 and does not include committed expenses as the benefit of the Outcomes cannot yet be assessed. The benefit of the components has been conceptually evaluated against a BAU scenario.

**Outcome 1**

Execution expenditure amounts to CHF 111,075. The costs related to the recruitment of the three specialists directly and currently involved in the implementation of this component amount to CHF 140,330. In total, CHF 25,405.1,405.

At the national level, the Project has had a direct and significant impact on the four key processes led or with significant participation of the specialists funded by the Project. In the case of the LTS, without the channeled CAEP funds, the country would hardly have begun the process of upgrading its NDCs to 2050 or this would be a less ambitious process. About the "Dialogue" process, the impact relates to the use of information collected in regional and sectoral meetings, the systematization of which would probably have been delayed without the intervention. About the prior consultation of the rules of procedure of the CC Framework Law, it can be said that, without the support, it would have had less scope in terms of convening. Similarly, the CC Scenarios have strengthened the development of the National Adaptation Plan and the instruments provided by the Project have facilitated the virtual consultation process in the context of the pandemic. Finally, while it is difficult to determine the impact of the Financial Strategy, it can be said that the Project has provided a knowledge product package of great use for its development.

**Outcome 2**

Execution expenditure amounts to CHF 416,809. While the director and other members of the implementing team have been responsible for coordinating this component, their dedication has been partial and it would therefore not be appropriate to consider this expenditure, however, it is relevant to take this into account.

The impact of the studies under development will depend to a large extent on the effectiveness of the socialization of the studies and the mechanisms promoted to ensure that the sectors take ownership of and use them for decision-making to promote adaptation to the CC. It can therefore be said that they have served as an important input for the development of NAP and that, without intervention, they would not have been able to be done as quickly.

**Outcome 3**

Execution expenditure amounts to CHF 38,659. Spending on the subnational specialist's salary amounts to CHF 48,756. In total CHF 87,417.

At the subnational level, the support of the Project has been fundamentally technical which has resulted in a catalyst effect on regional processes that normally lack resources and do not have agile and effective channels to coordinate with MINAM and other Ministries that allow them to properly conduct complex processes such as the development of an ERCC, a regional GHG inventory or a project or solar pilot.

In the case of Arequipa, as mentioned above, the support of the Project has allowed a better technically informed and more agile development of the ERCC, however, the task of incorporating it into the planning and operation instruments has not begun. Regarding the pilot project implemented, on the one hand, the media dissemination work that has accompanied this process has had an impact on the population. In addition, a reduction in electricity consumption has been empirically observed at the ARMA headquarters and a consequent cost reduction that has been proposed through a study. Given the success of the project, its replicability is being evaluated in four emblematic hospitals in the region. It should be noted that, while this initiative has been successful, it is a small-scale project.

Ucayali, for its part, is on track to incorporate its approved ERCC into the corresponding planning instruments. To this end, a consultancy has been carried out to identify a portfolio of projects aligned to the NDC in Ucayali. In this region, the larger-scale solar project in Masisea -still in the approval stage- is expected to have a positive impact on the quality of life and economic development of the Masisea population, promoting gender equality. During the process of consultation with the population led by the Municipality, women, interested in improving access to energy for the development of ventures, had a fundamental role for the acceptance of the project that initially generated some distrust among the male population. It should be emphasized that it is a public investment project and that, in order for this experience to be replicated in other regions, greater support from MINEM for the renewable energy projects is important, since there is some reluctance of this Ministry to consider them because of their heterogeneity and technical lack.

With regard to capacity building at the subnational level, it is expected that the planned training program, as well as the forum with the participation of the international investor community, will have a positive impact especially on the negotiating capacity of officials and the strengthening of other soft skills.

**Outcome 4**

The expenditure amounts to CHF 28,672. Although the work of the communication specialist is cross-cutting to all Outcomes, a major dedication to the development of Outcome 4 could be attributed, the corresponding expenditure amounts to CHF 25,591. The total amounts to CHF 54,263. In addition, as already mentioned two of the specialists have dedicated working hours to the LEDS LAC Community of Practice, however, there is no detailed information on this and therefore has not been considered.

At a regional (Latin America and the Caribbean) and international level, the Project has had a moderately significant impact on the community, while the country has benefited from the experiences of other countries. The Project has participated in several international events and spaces listed in the following section, highlighting among them the LEDS LAC community of practice.

In the virtual and face-to-face regional meetings both inside and outside the LEDS LAC platform, experiences related to key issues for climate action in the country have been discussed and exchanged, such as the involvement of the private sector, the increase in the ambition of the NDCs, the climate financing, knowledge management, formulation and execution of investment projects, among the main ones. Considering the difficulties that the country faces in increasing the participation of the private sector and that it is developing its financial strategy, there is much potential for Peru to benefit from the success cases, as well as the strategies to face difficulties that other countries have adopted. In addition, as a result of the pandemic, there has been a transition of these spaces to the virtual sphere. In this regard, the intervention has been important as it has provided the necessary tools to hold virtual meetings and webinars. Although some components of face-to-face interaction cannot be replaced by virtual ones, through this experience a precedent is being set that in the future could serve to take greater advantage of virtual spaces for international exchange.

Two international participations and networks that the Project has promoted stand out. The GestiónCC Project has been taken as a reference for the development of a document by the SPA about to be published on Knowledge Management. This will be useful to improve the knowledge management strategy of the present and future interventions. In this regard, SSN played an important role in generating synergies and channeling additional resources and disseminating the Project. The exhibitions at international events, both

virtual and face-to-face, on the pilot project implemented in Arequipa also stand out. In this sense, the implementation of larger-scale pilot projects that can be exhibited internationally and taken as a model is a good mechanism to generate a greater impact.

**Communication activities and products**

The activities and communication products organized, promoted and/or developed by the Project are critical to stress the impact of the intervention. For this, since September 2019, the implementing team has a communications specialist working in coordination with its counterpart in DGCCD. Considering the importance of the communication role, it is considered that the Project could have benefited from an earlier incorporation of this team member. In relation to these activities, the Project's strategy has been to bounce the publications made by MINAM through its different media: social networks, website, etc. In this regard, the communication work carried out for the dissemination of the pilot project in Arequipa outstands. The following are the communication products developed by the Project.

| Communication products | Use |
|---|---|
| Brochure Carbon Pricing | Distribution among attendees of carbon price week |
| Brochure Carbon Footprint Peru | Distribution among attendees of the executive launch meeting of the Nexos+1 platform |
| Video Carbon Footprint Peru | Presentation of the platform at different events |
| Catalogue of mitigation measures | Socialization in the COP25 side event to leverage funds |
| Brochure on the Conceptual Framework for Neutrality in Land Degradation | Socialization within the framework of the World Day to Fight Desertification through the MINAM website |
| Summary sheets on climate change adaptation and GHG mitigation measures | Presentation of mitigation measures to the private sector |
| NDC Regional and Sectoral Thematic Sheets | They incorporate systematized information during the Dialogue process |
| Climate Scenario Infographic | Social media broadcast and webinar presentation |
| Climate and Health Infographic | Social media broadcast and webinar presentation |
| Infographic on Forest Zoning in Madre de Dios | Social media broadcast |
| Infographic on the Community of Practice of Private Sector Involvement in Climate Policy Processes in Latin America | Dissemination in the LEDS LAC Practice Community |

Regarding the incorporation of cross-cutting topics, it can be said that the Project considers for the organization and evaluation of events, gender parity in the participation of both speakers and attendees. It is not possible to carry out a detailed analysis of the activities of the Project with a gender approach due to the information available, however, Annex A3 presents the distribution of attendees to the events or meetings organized by GestionCC. The Project has also incorporated the approach of interculturality, mainly through its support during the call for prior consultation of the CC Framework Law Regulations. However, it has been shown that strengthening intercultural and intergenerational approaches is needed through consideration of some of the recommendations set out in the Guide for the Incorporation of Cross-Cutting Approaches in Sectoral and Regional Planning. These could include the reproduction of communications in native languages and the presence of interpreters at meetings and events, as well as the development of communications and organization of events aimed at audiences of different ages.

## 2.5 Sustainability

Considering the fact that the main objective of this Phase is to contribute to the start of the implementation of the NDCs and the sharing of the experience globally, this Project must result in the development of capacities and enabling conditions for them to be implemented over the next few years; guiding this strengthening to five target groups: climate change professionals, central government institutions, regional governments, local communities and the private sector.

One of the target groups where tools have been implemented and capacities have been strengthened to ensure the sustainability of the Project are regional governments, since thanks to the Dialogues process, regional actors have recognized and understood how they can contribute to the implementation of mitigation and adaptation measures to comply with the NDC. However, given the high rate of replacement of GORE officials, it cannot be assured that these achievements will maintain over time. It is necessary to have a strategy to institutionalize the capacities formed and to sustain the continuity of participatory processes oriented to the implementation and reporting of NDC progress. In addition, about pilot projects in Arequipa and Masisea, it will also be important to establish mechanisms to ensure proper operation and maintenance of systems. In the case of Arequipa, it is necessary to reach an agreement between the company Novum Solar and the ARMA, since the term of the loan of the solar panels is close to its end, as well as promote its escalation. In the case of Masisea, a payment mechanism should be prioritized for the operation and maintenance service of the solar plant.

In addition, the development of Phase 2, various methodological guides and protocols have been developed, that contribute to the assurance of regular updating and the replicability of technical studies such as the CC Scenarios by 2050, forest Zoning and the Arequipa GHG Inventory. These will allow various institutions and climate change professionals to use them to promote the implementation of the NDC. SENAMHI is one of the institutions that has been given the greatest tools to deal with it. The expected result of this Phase is the development of financial strategies that ensure the generation and updating of the CC Scenarios. The start of this event is scheduled for December this year and is expected to end in May next year.

Finally, the participation of the private sector and civil society in the implementation and financing of the NDC should be strengthened, as the main promoters of the sustainability of the Project. Recently, closer work has been initiated with the private sector through the 2021 climate action tables where the use of the Carbon Footprint and Cleaner Production Agreements tools has been promoted, as well as their involvement in the execution of pilot projects through a contest to be carried out in the next months.

The sustainability of the Project is also related to specialists who lead key processes in MINAM and whose permanence in the team after the completion of Phase 2 cannot be ensured due to the limited institutional budget. It is therefore important to consider an exit strategy involving its permanence or the transfer of knowledge and functions to other officials of the Ministry. Preliminarily, the permanence of at least one of them is being considered, initially through the channeling of additional funds of other cooperators and later through the institutionalization of their functions.

Some of the lines of the intervention strategy contribute to the sustainability of the Project; for example, on the first strategic line, through the use of the experience gained from Phase 1; in the second, through the involvement of a more diverse set of stakeholders, which includes non-state actors as promoters of sustainability; and finally through the fourth line of strategy that promotes the use and optimization of existing structures rather than creating new ones.

At the regional and international level, the work of SSN in channeling resources, as well as attracting the support of other cooperators to the country, which allow the continuation and consolidation of the initiatives undertaken by the GestionCC Project stands out. Such is the case of the funds channeled from CAEP to develop the LTS as well as the Project financed by the IKI group "Enabling Conditions for investment in the transition to a low-carbon society in Latin American countries" executed by Libelula and SSN. GestionCC is expected to benefit from the synergies with this project, as well as its regional scope. Finally, several team

members have participated in the projects presented below, communicating their progress and renewing their climate commitments.

| International participations | Description |
|---|---|
| Regional Climate Finance Forum in Costa Rica | Participation of Natalie Rona and Alexis Echevarria on behalf of the Project |
| UNFCCC negotiations in Bonn | Nathaly Abadie participation on behalf of the Peruvian delegation on adaptation issues |
| LAC LEDS Practice Community Workshop in Lima | Participation of project team members |
| Latin America and Caribbean Climate Week El Salvador, Brazil | Participation of project team members |
| Climate Week NYC | Participation of project team members |
| Side Event COP 25 in Madrid "Ambition for action": Multilevel articulation to update climate action in Peru" | Participation of Minister Fabiola Muñoz and other sectoral representatives of the State. Event co-financed with the Glaciers Project. |
| Side Event COP 25 in Madrid "The Private Sector and its contribution to climate ambition" | Exhibition of the charge station and solar panels project by Minister Fabiola Muñoz. Event co-financed with the Glaciers Project. |
| Virtual Workshop "Transition and Deep Integration of Energy and Transport Systems" within the framework of APEC | Exhibition of the electrolinera project and solar panels |
| Participation in the Regional Community of Practice on private sector participation within LEDS LAC | Participation of Natalie Rona and Alexis Echevarria |
| Presentation on "The Power of Energy" in the IBM Call for Code webinar series | Exhibition of the electrolinera and solar panels project by the director of the Pia Zevallos Project |

# 3 Conclusions

## 3.1 To what extent can a specific (net) impact be attributed to the intervention?

With regard to Outcomes 1, 3 and 4, it is not possible to attribute a net specific impact to the intervention, since it has supported and acted as facilitator of existing processes within the program of the DGCCD and the GORE that have additional support of other cooperators. However, the work carried out by the Project in coordination with MINAM to establish synergies between the support of different cooperators that converge in the DGCCD, as well as to channel funds for the financing of processes and activities that contribute to achieving the overall objective of intervention, is noteworthy.

In the specific case of the studies financed entirely by the Project under the SENAMHI agreement, they constitute a valuable product of knowledge, the impact of which will depend on its use by the relevant sectoral institutions, for decision-making and adaptation actions to the CC. To this end, the socialization and monitoring carried out during the remaining period of development and after the completion of the studies will be important.

## 3.2 Did the intervention make a difference? In what way?

The intervention facilitated some processes that would otherwise have been delayed, suspended or would have the same scope. In summary, the Project has catalyzed the following actions:

- Prior consultation of the Rules of the CC Framework Law Regulations
- “Dialogues” on NDC
- Development of the National CC Strategy by 2050
- Consultation and input generation for NAP
- Viability of the solar project in Masisea
- Support in the organization of webinars for the different processes of consultation, socialization and participation in the context of the COVID-19 pandemic

While during Phase 2 the Project has continued to contribute to the creation of enabling conditions, there is still no evidence of its impact on the implementation of the NDC. This is because the conditions in the country and the context of the intervention have made the transition to the implementation stage difficult, since, both at the national and subnational levels, the strategic planning stage is not yet completed. Specifically, regarding the NDC process, the main contribution has been the systematization and communication of the measures applicable by sectors and regions, achieving an increase in ambition and greater awareness and understanding of the NDC, mainly at the subnational level.

## 3.3 Major national and subnational impacts

The intervention of the Project has been of a fundamentally technical nature at the national and subnational level, through the full or partial financing of studies, as well as the technical advice of external consultants and the elaboration of products.

At the national level, the main impacts are related to the development of the Financial Strategy, the leverage of funds to initiate the development of the LTS and the greater scope in the process of prior consultation of the Regulations of the CC Framework Law, which enabled its approval. At the subnational level, the main

impacts are the identification of the NDCs to be implemented by region and the increase in their ambition as a result of the participatory process of the NDC; support to the Ucayali and Arequipa regions for the development of their Regional Strategies; support to the Madre de Dios region for the development of Forest Zoning; and the implementation of pilot projects in Arequipa and Masisea.

## 3.4 Regional (America Latina) and global Impacts

At the global level and the main impact has been the exhibition of the Peruvian model and the experience of the pilot project in Arequipa on three occasions by Pia Zevallos, director of the Project, and the former Minister of the Environment, Fabiola Muñoz:

- Side events de la COP25
- Virtual Workshop "Transition and Deep Integration of Energy and Transport Systems" within the framework of APEC
- Webinar de IBM ‘Call for Code’

It also worth highlighting the contribution of the Project to the LEDS LAC “Community of Practice”, a space with great potential that must be used for the exchange of knowledge and experiences related to the involvement of the private sector in the NDC process.

Finally, through the international exhibition of the Project and SSN affiliations, synergies have been established with other cooperators and CAEP funds have been channeled for the development of the LT and de energy NDC updating process.

# 4 Towards the Future

This section presents the main lessons learned, as well as recommendations for the remaining period of intervention and for future interventions.

## 4.1 Lessons Learned

The following opportunities have been identified to enhance and replicate success cases, as well as to strengthen weaknesses:

- The commitment of the Ministries of the relevant sectors in mitigation and adaptation and the Ministry of Economy and Finance is fundamental to shorten the gap between planning and action.
- The implementation of sustainable and replicable pilot projects impacting civil society and the private sector is an effective mechanism for boosting climate action. The support of competent sectors to the pilot projects of the intervention, as well as to the public investment projects in general is key for its replication and dissemination.
- There is great potential for GHG mitigation and adaptation to CC differentiated by regions which, well-exploited, can enable the country to meet its NDC commitments.
- The involvement of the private sector is decisive for the implementation of the NDCs and for putting pressure on the public sector. This sector has shown its interest in participating in the country's climate decision-making and action process.
- The management and institutionalization of knowledge, capacities and resources in general is critical to ensure the sustainability of climate information updating, and for follow-up action.
- International spaces, particularly regional ones -such as LEDS LAC- have great potential to improve the common access of countries with similar problems to information and learn from the experiences of those more advanced in the agenda on key issues such as involvement of the private sector, climate finance and the execution of investment projects aligned with the NDC.
- Virtual exchange spaces as a complement to face-to-face meetings have great potential to increase intergovernmental interaction and promote the consolidation of permanent exchange networks that transcend formal face-to-face spaces.

## 4.2 Recommendations

To enhance the achievements of Projects the following is recommended:

- Strengthen focal points and environmental divisions within sectoral ministries and improve cross-sectoral coordination and for the NDC upgrade and implementation process. Take advantage of existing opportunities to generate cross-sectoral agreements to positively influence political decision-making processes that make a difference in the conditions for climate action.
- Empower GORE with technical tools to formulate and execute sustainable NDC-aligned projects under a standardized, replicable scheme. Ensure the sustainability of the projects implemented and to be implemented.
- Strengthen coordination between sectoral ministries and regional governments to improve the implementation of mitigation and adaptation measures identified in the territories.
- Expand the participation of private business sector actors and incorporate financial private sector actors and promote the effectiveness and sustainability of the implementation of existing instruments and the creation of new ones.

- Strengthen knowledge management in regional governments and the institutionalization of focal points to overcome the challenge of high personnel replacement rate for the continuity of regional climate management, as well as remote working conditions in a pandemic context.
- Encourage the participation of all levels of government and the private sector in platforms and communities of practice such as LEDS LAC, CDKN, Action LAC and promote to broaden the scope of existing platforms such as NEXOS + 1 beyond the national level.
- Take advantage of the virtualization of international exchange spaces to create and consolidate intergovernmental networks that allow constant interaction between leaders of climate action from different countries.

On the one hand, the strategy implemented by the Project to integrate into the MINAM to take advantage of and enhance existing tools could be replicated. On the other hand, without this implying to fully attribute the "Dialogue" process to the Project, it is considered that it could be replicated in other countries of the region to address the issue described above. Through the experience of the Support Project, two important topics have been identified that could be considered for implementation in other regions and which are addressed in the concept notes presented in Annex A5. The first relates to knowledge management and the creation of discussion spaces to increase civil society's access to climate information while institutionalizing climate knowledge and the second related to vertical integration between the National Government and its different ministries and subnational governments in countries with a centralization problem similar to that of Peru.

# 5 Annexes

- A1: Logical Matrix
- A2: Actors Interviewed
- A3: Events and meetings organized by the Project
- A4: Answers to ToR-specific questions
- A5: Concept Notes
- A6: Assessment Grid
- A7: Presentation meeting minutes



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