

Final Project Assessment

Product 3

Final Project Evaluation Report

Phase II. Support to the Implementation of the National Strategy for the Reduction of Emissions from Avoided Deforestation and Forest Degradation in Peru.

Phase III. Support to the Implementation of the National Strategy on Forests and Climate Change of Peru. (ENBCC).

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ACRONYMS AND ABBREVIATIONS

AE	Acciones Estratégicas / Strategic Actions
AIDSESP	Asociación Interétnica de Desarrollo de la Selva Peruana / Interethnic Peruvian Amazon Development Association
ATU	Áreas Técnicas Usuaras / User Technical Units
BUR	Biannual Updating Report / Informe de Actualización Bienal (por sus siglas en inglés)
CT / TC	Cooperación Técnica / Technical Cooperation
DGCCD	Dirección General de Cambio Climático y Desertificación / General Directorate for Climate Change and Desertification
ENBCC / NFCCS	Estrategia Nacional sobre Bosques y Cambio Climático / National Forest and Climate Change Strategy
ESMF	Environmental and Social Management Framework / Marco de Gestión Ambiental y Social (por sus siglas en inglés)
FCPF	Fondo de Preparación de la Facilidad Cooperativa para Carbono de los Bosques (siglas en inglés) / Forest Carbon Partnership Facility
FIP	Programa de Inversión Forestal (por sus siglas en inglés) / Forest Investment Fund
GGE	Greenhouse Gas Emissions
GORE	Gobierno Regional / Regional Government (Peru)
IDB / BID	InterAmerican Development Bank / Banco Interamericano de Desarrollo
INEI	Instituto Nacional de Estadística e Informática / National Statistics and Informatics Institut
LMCC	Ley Marco de Cambio Climático / Climate Change Framework Law
MAC	Mecanismo de Atención Ciudadana / Citizen Attention Mechanism
MDB	Mecanismo de Distribución de Beneficios (Benefit Sharing Scheme)
MEF	Ministerio de Economía y Finanzas / Ministry of Economy and Finance
MINAM	Ministerio de Ambiente / Ministry of the Environment
MINAGRI	Ministerio de Desarrollo Agrario y Riego / Ministry of Agricultural Development and Irrigation
MIS	Módulo de Información de Salvaguardas / Safeguards Information Module

MMCB	Módulo de Monitoreo de la Cobertura del Bosque / Forest Coverage Monitoring Module
NDC	Nationally Determined Contributions / Contribuciones Determinadas a Nivel Nacional
NREF	Nivel de Referencia de Emisiones Forestales / Forest Emissions Reference Level
PNCBMCC	Programa Nacional de Conservación de Bosques para la Mitigación del Cambio Climático / National Forest Conservation Program for Climate Change Mitigation
PCI	Plataforma Climática Indígena / Indigenous Climate Platform
PGI	Planes de Gestión de Incentivos / Incentives Management Plan
POA	Plan Operativo Anual / Annual Operations Plan
PPIA	Plan de Participación e involucramiento de Actores / Stakeholder Participation and Involvement Plan
PPII	Pueblos Indígenas / Indigenous Peoples
Profonanpe	Fondo de Promoción de las Áreas Naturales Protegidas del Perú / Natural Protected Areas Promotion Fund
R-PP	Request – Project Proposal (Propuesta de preparación de proyecto) (por sus siglas en inglés)
REDD+	Reducción de Emisiones por Deforestación y Degradación de Bosques, Gestión Sostenible de los Bosques y Mejoramiento de las Reservas de Carbono / Reducing Emissions from Deforestation and Forest Degradation, Sustainable Forest Management and Improvement of Carbon Reserves
RENAMI	Registro Nacional de Medidas de Mitigación / National Mitigation Measures Registry
SERFOR	Servicio Nacional Forestal y de Fauna Silvestre / National Forest and Wildlife Service - Peru
SESA	Social and Environmental Strategic Assessment / Evaluación Social y Ambiental Estratégica (por sus siglas en inglés)
SINIA	Sistema Nacional de Información Ambiental / National Environmental Information System
SIS	Sistema de Información de Salvaguardas / Safeguards Information System
TDC	Trasferencias Directas Condicionadas / Direct Conditioned Transfers
ToR TdR	Terms of Reference / Términos de Referencia

UNFCCC	United Nations Framework Convention on Climate Change / Convención Marco de las Naciones Unidas sobre el Cambio Climático (por sus siglas en inglés)
UTCUTS / LULUCF	Uso de la tierra, cambio en el uso de la tierra y silvicultura / Land-use, land use change, and forestry
WB / BM	World Bank / Banco Mundial

EXECUTIVE SUMMARY

This document reviews the qualitative and quantitative compliance regarding the physical and financial outputs and results defined when designing the projects undertaken as part of Phase II and Phase III of the projects named “Support to the Implementation of the National Strategy for the Reduction of Emissions from Avoided Deforestation and Forest Degradation in Peru”, and “Support to the Implementation of Peru’s National Forests and Climate Change Strategy (ENBCC, Estrategia Nacional sobre Bosques y Cambio Climático)”, known as R-PP Phase II and R-PP Phase III, respectively.

R-PP Phase II aimed at consolidating the achievements of the REDD+ readiness process. R-PP Phase III focused on closing gaps and further strengthening the implementation of the National Climate Change Strategy (ENBCC). Phase 2 was executed by the National Forest Conservation Program for Climate Change Mitigation (PNCBMCC) of the Ministry of Environment (MINAM). The Inter-American Development Bank (IDB) allocated USD 5,000,000 of funds from the Forest carbon Partnership Facility (FCPF) to execute the project over a period of thirty months between 2018 and 2021. Phase III was implemented by Profonanpe, Peru’s Fund for the Promotion of Natural Protected Areas (Fondo de Promoción de las Áreas Naturales Protegidas del Perú) jointly with the PNCBMCC (National Forest Conservation Program for Climate Change Mitigation) and the Greenhouse Gas Mitigation Division (Dirección de Mitigación de Gases de Efecto Invernadero, DMGEI) of MINAM. The IDB allocated USD 1,046,825 of FCPF funds for a project execution period of twelve months ending March 1, 2023.

Phases II and III were designed by technical Peruvian experts and authorities which resulted in significant levels of ownership. The formulation responds to the components of the R-Package established by the Forest Carbon Partnership Facility. The main weaknesses of technical cooperations include the omission of a results matrix, incomplete SMART indicators, the numerous small consultancies proposed, and the low financial administrative autonomy of the project executor.

The weaknesses of the design were made up for thanks to the projects’ adaptive capacity to tackle various barriers and difficulties encountered during implementation, such as the COVID-19 pandemic, the political environment, and administrative management issues reported in the R-PP Phase II also in the R-PP Phase III, although under a different management scheme. Thus, the R-PP Phase II modified 11 of the 15 expected outputs to

adopt more realistic goals, and as a respond to the new context created by the COVID-19 pandemic. Meanwhile, eight modifications were introduced to R-PP Phase III.

Regarding progress in meeting its goals, as of May 2023, R-PP Phase II reports 83.38% progress and 88% budget execution. Components 1 and 2 exceeded 50% progress while Component 3 achieved 100% completion, i.e., it is on track to meet most of the planned products and goals. At the close of this document, R-PP Phase III reached 81.88% execution and 93% budget execution. Although related activities began in March 2022, it has almost completed the contracting cycle and practically met all its components' goals.

R-PP Phase II's main accomplishments include the consolidation of the Forest Cover Monitoring Module (MMCB); the updating of the Forest Emissions Reference Level (NREF); piloting the Indigenous Peoples Platform; putting in practice the Stakeholder Participation and Involvement Plan (PPIA); and the launch of the pilot of the Citizen Attention Mechanism (MAC). In addition, the project aided in creating the legal framework to enforce the regulations under the Framework Law on Climate Change (LMCC), and in drafting of two ministerial resolutions that provide guidance on key aspects for REDD+ at the national level.

As for R-PP Phase III, the achievements relate to the land titling processes underway at 25 communities; drafting Incentive Management Plans to include new communities in the TDC mechanism; and strengthening 25 spaces to implement incentives and forest conservation.

R-PP's impact translates into greater visibility and faster adoption of a stronger REDD+ in Peru. Beyond the expected outputs and objectives, the R-PP has contributed to create a stronger MINAM, through technical assistance, work teams and consultancies that have continuously accompanied the PNCBMCC and the General Directorate of Climate Change and Desertification (DGCCD).

No exit strategy or concrete commitments regarding the sustainability of the products and activities are in place for R-PP Phases II and III. Accomplishment of financial sustainability falls short of the expected scope or significance objectives. For instance, there is no strategy or portfolio of financing mechanisms. However, R-PP investments have been key to achieve practically a 100% increase in fiscal resources directed to CCTs. Likewise, the R-PP made it possible to obtain resources from the Forest Investment Program (FIP), which in practice will continue to support the consolidation of REDD+ in Peru.

1 INTRODUCTION

1.1. Objectives and Purpose of the Evaluation

The **general objective** of this document is to assess and review the R-PP (Phase II) and R-PP (Phase III) projects from the standpoint of their execution, achievement of objectives and results, as well as their degree of compliance with the technical, institutional, and financial mandates set forth in Agreements N° ATN /FP - 16683- PE and N° ATN/FP-19164-PE.

The assessment's specific objectives include:

- Conducting an analysis of the qualitative and quantitative fulfillment of the outputs (physical and financial) and outcomes that were defined in projects' design stage, and their fit in results framework, to determine the extent to which the defined objectives have been met.
- Identifying the institutional strengths and weaknesses of the projects' strategic partners (implementing arm, executing agency, beneficiary), and evaluate the role and performance of the various organizations involved in the projects, and whether synergies/cooperation with other similar projects in Peru emerged.
- Identifying lessons learned from the projects, as well as defining specific recommendations to carry out future similar projects.

1.2. Scope and methodology

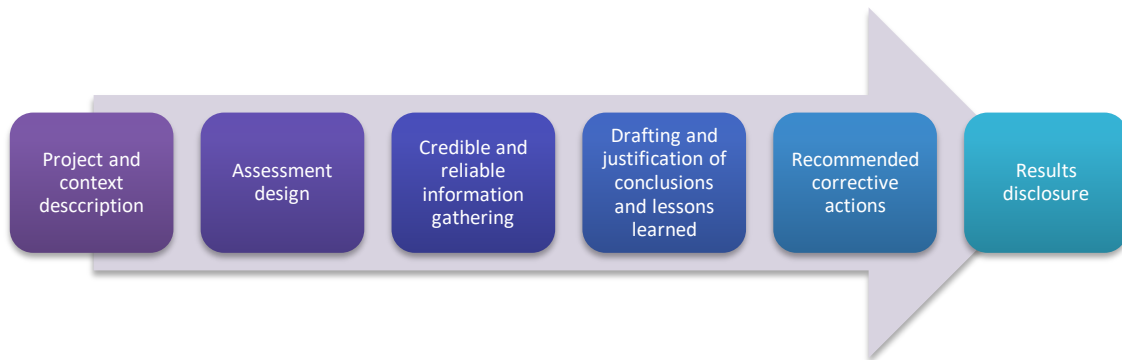
The evaluation covers **the projects' Phase II** for Support to the Implementation of the National Strategy for Reducing Emissions from Avoided Deforestation and Forest Degradation in Peru, and **Phase III** for Support to the Implementation of the NBSAP - National Strategy on Biodiversity and Action Plan (Estrategia Nacional sobre Biodiversidad y Cambio Climático) compared to expected achievements. The R-PP project evaluation period (Phase II) runs from the signing of the agreement on August 8, 2018, to December 2022. R-PP project's evaluation period (Phase III) runs from the signing of the agreement on March 1, 2022, through May 2023.

The final evaluation consists on the systematic gathering and review of information on the project's characteristics and results. This document presents the results accomplished to date and how these evolved, highlighting the project's achievements in meeting its results

matrix, as well as identifying good practices and lessons learned during its design and implementation.

The evaluation was followed the following six major steps taken to meet the general objective (Figure 1):

Figure 1 Final evaluation process



Source: José Galindo, 2022

1.2.1. Data collection and analysis

As a starting point, the results and outcomes of the R-PP Phase II and Phase III projects are reviewed through the evaluation matrix (Annex 1) that identifies the key questions for meeting the evaluation criteria and proposes ways to tackle them through a literature review, interviews or field visits.

The evaluator will review the projects' documentation provided by the project team and other implementing partners. For this evaluation, the following documents are considered key: financing agreements, annual operating plans, procurement plans, annual management reports, results matrices, and others. Annex 2A provides a detailed list of the requested documents.

Based on this information, we prepared a detailed description of the projects encompassing the identified problem, the established objectives, its components, and the respective required activities. This information provided a view of the baseline condition prior to the projects being carried out, as well as their potential contributions or impacts.

The evaluation adopted a consultative and participatory approach that included conducting 18 interviews with 29 key stakeholders (Annex 3), that were prioritized in coordination with the project's team to ensure their representativeness and to reduce redundancy. A semi-

structured questionnaire focused on the participation of the different stakeholders according to their respective functions (Annex 1). The interviews lasted approximately 40 minutes and were conducted remotely between February 10 and 20, 2023.

1.2.2. Limitations

Three issues affected the assessment process. The first relates to the time it took to compile and, in some cases, update the required information. The second factor concerns the assessment's starting date, almost at the end of the year, when some key actors were less available for interviews. Finally, the rarefied political climate in Peru impeded carrying out planned site visits, and interviewing stakeholders from regional governments, representatives of indigenous groups and civil society, at large. As a mitigation measure, we requested an extension of the deadline to deliver the second product, and keeping open a possible visit to the territory, as needed, and if and when entry conditions improve.

2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project kick off, life and milestones.

In 2008, the Forest Carbon Partnership Facility (FCPF) was established as a global partnership to assist developing countries in building capacity and creating instruments to reduce greenhouse gas (GHG) emissions from deforestation and forest degradation.

To meet a requirement to access this results-based funding, the Peruvian Government prepared a Readiness Preparation Proposal (R-PP) for Reducing Emissions from Deforestation and Forest Degradation, Sustainable Management of Forests and Enhancement of Carbon Stocks (REDD+). This proposal was approved in December 2013 by the FCPF Participants Committee. The REDD+ readiness phase comprises a series of proposed policies and interventions at national and subnational levels to reduce GHG emissions stemming from LULUCF.

R-PP Phase I: In 2014, through the Technical Cooperation (TC) ATN/FP 14403 PE (PE-T1294) scheme, Peru received USD3.8 million from the FCPF to finance the R-PP for REDD+. The agreement covering said TC expired on May 30, 2018, leaving behind an unexecuted budget balance totaling US\$1,046,825. The TC contributed to meet several objectives, including:

- Designing and launching of a Participation and Involvement Plan;
- Preparing a participatory National Strategy on Forests and Climate Change (NBSCC);
- Proposing the Strategic Environmental and Social Assessment (SESA) and Environmental and Social Management Framework (ESMF);
- Preparing a Forest Reference Emission Level (FREL);
- Implementing a forest cover monitoring module to produce spatial information on land use and land use change.

R-PP Phase II: In August 2018, the FCPF Executive Board approved the request by the Government of Peru to enter the Non-Reimbursable Technical Cooperation Agreement No. ATN /FP - 16683- PE (PE-T1385) for "Phase II of the Support to the Implementation of the National Strategy for the Reduction of Emissions from Avoided Deforestation and Forest Degradation in Peru", i.e., R-PP2. In the agreement, Government of Peru was represented by the MEF, while the project would be executed by MINAM's PNCBMCC. This agreement was extended to December 31, 2022, by the IDB through document No. 2422/2021.

R-PP Phase II aims at consolidating the results accomplished by the REDD+ readiness process. Nonetheless, actions were carried out to help fill the gaps identified in the following areas:

- Strengthening participatory mechanisms for organization and consultation with stakeholders (Stakeholder Participation and Involvement Plan (PPIA)).
- Implementing the NBSAP, which in Peru is the national scope REDD+ strategy.
- Updating the reference level of emissions from deforestation and forest degradation.
- Setting up a Safeguards Information System (SIS).

To achieve this objective, the R-PP Phase II provided funding for the following efforts:

1. Organization and Consultation for REDD+: to encourage involvement and participation of multiple stakeholders with special attention paid to local communities, indigenous peoples, and women's groups. Additionally, it funded the design and equipping of the Citizen Attention Mechanism (MAC) to launch operations during the REDD+ Strategy's implementation phase.
2. NBSCC implementation: to support the enforcement by regional governments of NDCs and the NBSCC in the LULUCF and agriculture sectors; to review the effectiveness of strategies and available instruments for land use planning and

- rights attributions, and to set up a National Registry System for REDD+ activities and a Benefit Sharing Mechanism (BSM) to promote private sector participation.
3. Consolidation of the Forest Cover Monitoring Module (MMCB): to improve institutional capacities to use remote systems by strengthening the MMCB; to assist in setting up an early warning system to trigger intervention mechanisms by the corresponding authorities. Also included were activities such as updating the Forest Emissions Reference Level (NREF) and designing a financial strategy for MMCB operations.
 4. Safeguards Information System: consisting primarily in designing and piloting a Safeguards Information System meeting the requirements set forth by the UNFCCC and which also contributes to comply with the Safeguards Roadmap prepared by the Directorate for Climate Change and Desertification (DGCCD).
 5. Audit Monitoring and Evaluation.
 6. Management.

R-PP Phase III: In March 2022, the agreement was signed between the IDB and the Fund for the Promotion of Natural Protected Areas of Peru "Profonanpe" of the Republic of Peru, to fund Non-Reimbursable Technical Cooperation No. ATN/FP-19164-PE (PE-T1485) destined to aid in implementing ENBCC Phase III. The funding for up to one million forty-six thousand eight hundred and twenty-five United States dollars (USD1,046,825) is now underway and planned to conclude on March 1, 2023. This amount corresponds to the unexecuted balance of the Phase I R-PP.

The objective of the R-PP Phase III is to continue contributing to NBSAP's implementation while its specific objectives include:

- Continue implementing the following NBSAP's Strategic Actions (SA):
 - a. SA.2.4: Foster community-led forestry management, to build the vision embodied in each community's life plans.
 - b. SA.2.10.: Promote incentives for forest conservation, such as Conditional Direct Transfers (CDT) and other mechanisms, particularly those connected to compensation for ecosystem services.
 - c. SA.5.4.: Complete pending titling of native and peasant communities land, pursuant to the corresponding regulatory framework.
- Fill gaps in REDD+ readiness as specified in the Methodological Framework of the Forest Carbon Partnership Facility Readiness Fund (FCP).

To achieve this objective, the R-PP (Phase III) has funded the following components:

1. Promotion of community-led forest management and other relevant forest uses: by assuring incentives such as Conditional Direct Transfers (TDC) to reward climate change mitigation efforts, improve quality of life and foster resource conservation and thereby enabling future positive social, economic and environmental impacts at involved communities.
2. Development of incentives for forest conservation: to reduce deforestation in communities that have conservation agreements in place and those that have already completed the project. In addition, the implementation of incentives for forest conservation requires linkage mechanisms to that community initiatives articulate with various state and cooperation interventions.
3. Land titling at native and peasant communities: to support administrative and coordination efforts required to remove obstacles to land titling at the native communities in the Tarapoto-Yurimaguas corridor (departments of San Martin and Loreto); the Puerto Maldonado-Iñapari corridor and in the Amarakaeri Communal Reserve, in Madre de Dios department.
4. Closing gaps in REDD+ readiness: to close gaps in REDD+ readiness, as specified in the FCPF Methodological Framework, the project will support efforts in the following subcomponents: 2c Implementation Framework, 2d Social and Environmental Impacts and 3 Reference Levels.
5. Other: Audit, evaluation, administration, and coordination.

2.2 Development context: environmental, socioeconomic, institutional, and political factors relevant to the objective and scope of the project

Peru's Amazon biome spans 78.3 million hectares, of which 68.3 million, or 87.25%, are forest cover. On a global scale, Peru's extensive forests rank ninth in the world in terms of forest cover, fourth in terms of tropical forests and second among Amazonian countries.

National Greenhouse Gas Inventory (INGEI) 2019 data reveals the country's total net GHG emissions were 210,404.42 Gigagrams of carbon dioxide equivalent (GgCO₂eq). The LULUCF sector emerges as the main source of GHG emissions at the national level, accounting for 47.9% of emissions measured by the 2019 INGEI.

Peru's institutional policy framework guiding the reduction of deforestation and forest degradation efforts is comprised of Law N° 30754 or Climate Change Framework law and

the regulations thereunder; the ENBCC and the LULUCF Mitigation Measures comprised in the NDCs.

2.3 Project issues, threats, and barriers

Accelerating deforestation and forest degradation in Peru threaten its ecosystems and the important goods and services associated with them, such as carbon sequestration, climate regulation, biodiversity, and watershed protection.

NREF (2022) reveal deforestation in the Peruvian Amazon accounted for between 87% and 96% of total forest deforestation, with a historical average of 131,520.79 hectares. In the NREF period ending in 2019, 2017 was the year with the lowest deforestation (107,240.04 NREF hectares), while peak deforestation was recorded in 2013, at 163,866.09 hectares. In 2019, 153,599.99 hectares were cleared in Amazon. Overall, 95.3% of deforestation has been the result of the conversion of forest land to agricultural land and grasslands.

It is worth noting that approximately 500,000 hectares the Selva Baja lost in 10 years, while the Accesible High Forest lost 279,819 hectares over the same period, despite its being a much smaller ecozone. This is a relevant fact to take into consideration since advancing deforestation and potential habitat loss in this area pose new challenges to con serve forests with unique ecological characteristics.

The R-PP Phase II seeks to tackle barriers to building stronger participatory mechanisms for organizations and stakeholder consultation (Stakeholder Participation and Involvement Plan - PPIA); implementing the NBSAP, which in Peru is the national REDD+ Strategy; updating the reference levels for deforestation and forest degradation emissions; strengthening the monitoring system and establishing a Safeguards Information System (SIS).

R-PP Phase III seeks to address barriers related to the implementation of the ENBCC, the pending titling of native and native Amazon communities' land in compliance with the corresponding regulations and REDD+ readiness as specified in the Methodological Framework of the Forest Carbon Partnership Facility Readiness Fund (FCP).

2.4 Immediate and developmental objectives of the project

The projects sought to consolidate the achievements accomplished in preparing for Reducing Emissions from Deforestation and Forest Degradation, Sustainable Forest

Management and Enhancement (REDD+) and to continue contributing to implementing the ENBCC.

2.5 Expected results

R-PP Phase II, carried out through the Non-Reimbursable Technical Cooperation Agreement No. ATN /FP - 16683- PE, contemplated to accomplish the following expected results from its individual components:

1. Organization and Consultation for REDD+: carrying out 15 pilots for the Indigenous Climate Platform, issue 6 PPIA implementation reports and run a pilot of the transparency and accountability mechanism.
2. ENBCC implementation: prepare 15 regional priority roadmaps for NDC implementation, diagnose the effectiveness of land use planning by gender and individual interventions, design an action plan for the transparency and accountability mechanism, and implement a financial benefit sharing mechanism.
3. Consolidation of the Forest Cover Monitoring Module (MMCB): generate 98 early warning reports, produce 8 forest cover reports by the MMCB, prepare a technical annex to the BUR for submission to the UNFCCC, update and submit the Forest Reference Level to the UNFCCC, prepare a report on or certify the implementation of the budget reform processes and create an operation manual.
4. Safeguards Information System: prepare an MIS pilot addressing the implementation of the budget reform processes and strengthen SIS's operations.
5. Monitoring and Evaluation:
6. Administration.

Through the Non-Reimbursable Technical Cooperation Agreement No. ATN/FP-19164-PE, R-PP Phase III contemplated an original design to meet the following results from its components:

1. Promotion of community forestry management: to develop 25 incentive management plans for the communities joining PNCBMCC and to prepare and/or update the incentive management plans.
2. Develop of incentives for forest conservation: prepare an updated evaluation of the TDC program, organize 25 coordination spaces with local governments for forest conservation and build a portfolio of complementary financing initiatives.

3. Native and peasant communities' pending land titling: run a pilot plan for the titling of indigenous peoples' land including activities to support the titling process and have titling processes underway for at least 25 communities.
4. Closing gaps in REDD+ readiness: launch operations of the National Registry of Mitigation Measures (RENAMI), strengthen capacities at 5 regional governments and 2 indigenous organizations to address benefit distribution processes and procedures and protocols to manage and enforce safeguards, assure operation of MIS and MAC, and update the national FREL by incorporating biomes or activities.

2.6 Main stakeholders

Table 1 Main stakeholders

Actors	Relevant Roles
MINAM	MINAM is Peru's national environmental authority, and the focal point for international negotiations on climate change. It is the national authority for comprehensive climate change management. One of its functions is to monitor the implementation of the National Strategy for Climate Change (ENCC). Article 7 of the RLMCC sets forth its functions in more detail. It oversees the evaluation, design and establishment of compensation schemes or payment for ecosystem services, including the REDD+ mechanism, and is responsible for proposing technical elements for REDD+ and coordination of efforts with relevant national and sub-national (regional), public and private entities.
DGCCD/MINAM	It is the line body charged with leading the enforcement of REDD+ (Reducing Emissions from Deforestation and Forest Degradation).
DGMGEI/MINAM	Organizational unit of the DGCCD, and R-PP project user.
MINAGRI	Governing body of the National Agrarian Policy charged with the physical and legal reorganization and formalization of agricultural property, including the native (Amazon) communities' lands and private rural properties. It has legal authority to manage public forest and wildlife resources.
SERFOR/MINAGRI	It is the governing body of the National Forestry and Wildlife Management System's (SINAFOR) governing body. It brings together all public national, regional, and local entities with management authority. It is the national technical regulatory authority in charge of issuing regulations and determining their jurisdictional scope, including proposing national policies and leading the preparation of the National Forestry and Wildlife Plan.
MEF	MEF designs, proposes, executes, and evaluates the country's economic and financial growth policy to achieve the nation's sustainable economic development.
MINRE	The Environment Directorate at MINRE is charged with foreign policy efforts to engage in international agreements and policies that contribute to environmental conservation and halting its deterioration. It seeks to foster and protect Peru's interests and objectives at the multilateral level concerning environmental and sustainable development matters, in coordination with the Ministry of Environment and other relevant agencies.
Ministry of Culture	As the governing body addressing cultural issues, it has exclusive and excluding authority over other levels of management throughout the national

	territory. Its programmatic areas of action where it exercises its competencies, functions and authority to achieve the state's objectives and goals include: a) the tangible and intangible national cultural heritage; b) contemporary cultural creation and living arts; c) culture management and cultural industries; and d) the national cultural and ethnic diversity.
Profonanpe	Mechanism for the promotion, management, channeling, and administration of funds to address environmental issues of national concern. R-PP Executing Agency (Phase III)
WB	Trustee for the Readiness Fund, which finances changes in policies, incentives and procedures and institutional capacities to reduce emissions, and the Carbon Fund, which finances GHG reductions in national, subnational or binational jurisdictions, provides secretariat services and implements the FCPF through its technical support to participating REDD+ countries and by conducting due diligence efforts on fiduciary policies and environmental and social safeguards.
IDB	It is the administrator of the FCPF Readiness Fund's administrator.
FCPF	World Bank-administered climate fund that aids developing countries for REDD+ implementation. It assists countries to prepare for the large-scale REDD+ financial incentive system by building the REDD+ readiness framework and processes

Source: REDD+ Readiness Phase Proposal, 2013.

3 PROJECT DESIGN AND RELEVANCE

3.1 Relevance

Both the R-PP Phase II and Phase III are highly relevant from the standpoint of national public policy priorities to mitigate deforestation and forest degradation. Its components and outcomes contribute to fulfill Peru's international commitments comprised in the Framework Law on Climate Change and its Regulations, the NFCCS, and the LULUCF Mitigation Measures comprised in Peru's NDCs.

From an international perspective, the progress in R-PPs reflects Peru's leading role in adopting a strategic perspective that places it as a pioneer country in building capacities for and learning from the early adoption of REDD+ initiatives and capacities.

Interviewees reported the R-PP has been a fundamental source of funding to enhance the relevance and progress of REDD+ in Peru, and moreover, to support the strengthening of the PNCBMCC. They recognize that without the project it would not have been possible to advance on all fronts, or progress would have taken considerably longer.

Our interviewees confirmed that the design process nested at MINAM involved institutions such as MEF, MINAGRI, and SERFOR. Such degree of institutional appropriation evidences that R-PP Phase II and Phase III are aligned with these institutions' planning, add value to

them, and help to bridge gaps that cannot be filled with ordinary allocations, especially in terms of technical assistance and institutional capacity to fulfill the institutions' responsibility to follow the roadmaps comprised in the REDD+ Readiness process.

3.2 Project design

As a pioneering and highly complex initiative, it demands innovation and institutional capacity to build the different pillars that support the REDD+ process, through consultancies and technical assistance. The design of R-PP Phase II and Phase III focuses on addressing the gaps and needs identified throughout the REDD+ Readiness Package or R-Package development, including self-assessment and specific evidence of progress accomplished during the REDD+ Readiness Phase.

Consequently, the design of the R-PP recreates the same components that are deployed in the R-Package, although as mentioned by the interviewees, not all indicators are equally relevant. This fact requires authorities to determine priorities to direct available funding. Likewise, the process's results and goals seek to accelerate implementation and complement the state's efforts in meeting the 34 indicators included in the R-Package.

Likewise, the design takes advantage of the complementary nature of available resources to address needs that otherwise would be difficult to meet with resources from the fiscal budget. R-PP resources have permitted to leverage, jointly with those from other donors and related projects, additional and extraordinary resources contributing to build Peru's REDD+ response capacity.

Nonetheless, the designs of the R-PP (Phase II) and Phase III differ significantly. The design of the R-PP Phase II responds to a longer and more careful exercise, as reflected in the better-grounded definition of its goals and indicators, which in practice led to minor changes and adjustments during execution, as will be seen in the following chapter.

On the other hand, the design of R-PP Phase III responded to a practical need to take advantage of an unexecuted balance of R-PP Phase I, over a significantly shorter period. Consequently, it is an extremely ambitious initiative considering that some results will occur after the implementation period concludes. It has defined its indicators and goals less carefully, as will be seen in the following chapter.

Readiness programs seek to create incentives and evidence to improve forest governance. However, this time they are lodged in an agency without full competence. In fact, MINAM -

as the environmental authority- and MIDAGRI share occasionally conflicting competencies. In addition, given that most of the rainfall forests are in the Amazon, certain related competencies have been delegated to the regional governments (GOREs).

Among the main frequently mentioned design weaknesses include the contracting of numerous staff and relatively small consultancies. Instead, the project's effectiveness and impact could have been amplified by choosing larger technical assistance packages from consulting firms to reduce transaction costs.

The contracting of each individual consultant places a significant administrative burden on the project, but also on the User Technical Units (ATUs) in MINAM and in the PNCBMCC involved in preparing ToRs and screening candidates' profiles. Once in operation, each individual product also requires the ATUs investing technical resources to gather information, supporting the consultants, reviewing reports and approving products. Although individual consultancies involve a less complex contracting process and to some extent they may imply lower risks, in the long run this model is less compatible with the limited installed response capacity of the beneficiary institutions, which affects the execution of resources.

A weakness identified in both efforts (R-PP Phase II and Phase III) is the lack of a results framework matrix that clearly defines indicators, proposed targets, means of verification, assumptions, and risks. Another weakness affecting the quality of indicator formulation, which in both phases of the R-PP fails to meet the SMART criteria. The most frequent weakness is found in the temporality criterion; to a lesser extent, insufficiently specified indicators of uncertain relevance appear when no baseline is presented. As will be seen in the next chapter, several indicators for R-PP (Phase III) proved to be unfeasible or too ambitious to accomplish in the time available.

Another consideration mentioned by the interviewees regards the need for greater flexibility and leaving a margin to meet emerging needs and other adaptive management challenges.

Regarding the implementation arrangements, the interviewees agreed that the design could have facilitated the execution of the R-PP Phase II by ensuring greater administrative and financial management independence. Even though these are international cooperation resources, the resources under RPP Phase II were executed following the same guidelines and constraints guiding regular public budget execution. In contrast, the execution of the R-PP Phase III was much faster, since Profonanpe followed only IDB's procurement policies.

3.3 Changes to the agreements

As can be seen in Table 2 and Table 3), the agreements signed underwent multiple changes and adjustments, particularly in terms of the scope of the planned goals. In R-PP (Phase II), 4 of the 15 expected outputs remained unchanged. Changed to the products were aimed at reducing their initial scope, for example, by reducing the number of pilots (Output 1.1), the number of reports (Output 1.2), or the number of roadmaps (Output 2.1), etc. On the other hand, three products expanded their targets (3.1, 3.2 and 3.5). In the first case above, the new target set for the number of early warning reports revealed a 280% increase.

In other cases, such as Output 2.4, the adjustment is more significant, as it dilutes the original scope of a financial mechanism to two consultancies for the design of such mechanism. As they were not adopted, they are considered as inputs to a financial mechanism that is not yet formulated or put into practice.

A key factor warranting some of the changes presented below is national COVID-19 emergency, which significantly impaired activities during 2020 and 2021 and led to three extensions of Agreement No. ATN/FP-16683-PE (to December 2021, February 2022 and finally to December 31, 2022).

The updating or review of the preset goals was conducted under provisions issued by the R-PP Phase II Project Steering Committee. Although not officially endorsed, the review was confirmed by the IDB's non-objection to and approval of the new operational plans and contracting scheme.

Table 2 Matrix of R-PP Phase II changes

Output	Original goal	Modified goal	Comments
<u>Output 1.1:</u> <u>Networks and practice communities established</u>	- 15 pilots of PPII platform to address climate change	--3 pilots of PPII platform to address climate change	In 2020, 3 platforms were rescheduled: 1 national and 2 regional ones.
<u>Output 1.2:</u> <u>Monitoring reports completed</u>	- 6 reports on the implementation of the Stakeholder Participation and Involvement Plan (PPIA) in the REDD+ process.	- 5 reports on the implementation of the Stakeholder Participation and Involvement Plan (PPIA) in the REDD+ process.	Rescheduled in 2021, within the framework of technical assistance for the strengthening of the PCI and Indigenous Organizations.
<u>Output 2.1:</u> <u>Institutional strengthening</u>	- 15 regional priority roadmaps for NDC	- 5 regional priority roadmaps for NDC	The roadmaps are connected to regional strategies;

<u>programs delivered</u>	implementation	implementation	in 2019, five roadmaps were restructured for 5 GOREs.
<u>Output 2.2: Diagnostics and assessments completed.</u>	- 1 Diagnosis to determine the effectiveness of land-use planning by gender and intervention.	- 2 consultancies to prepare one diagnosis to determine the effectiveness of land use planning by gender and intervention.	As of 2021, two consultancies were contracted to comply with this product's requirements; one for land use and the other for gender.
<u>Output 2.4: Governance models designed/ implemented</u>	-1 benefit sharing financial mechanism	-2 consultancies for the design of 1 benefit sharing financial mechanism	In 2021, 2 consultancies were hired; the design of REDD+ payment for results benefit sharing; legal technical assistance for the results payments.
<u>Output t 3.1: Diagnostics and assessments completed.</u>	- 98 early warning reports generated	-276 early warning reports generated	Planning has changed since 2019. This indicator has been operated by MMCB.
<u>Output 3.2: Diagnostics and assessments completed.</u>	-8 forest cover reports prepared by the Forest Cover Monitoring Module	-10 forest cover reports produced by the Forest Cover Monitoring Module	Since 2019, pursuant to its plans the MMCB in addition to early warning reports, generates other reports.
<u>Output 3.3: Working papers prepared</u>	-1 technical annex to BUR prepared for submission to UNFCCC	-0 technical annexes to BUR prepared for submission to UNFCCC	This product was completed in 2019 and was funded from regular resources.
<u>Output 3.5: Budget reform implemented.</u>	-1 report / certification	-3 reports/ certifications	Changes since 2020: 1 financial sustainability analysis; 1 ISO 9001 certification for the MMCB; 1 external audit of the Quality Management System.
<u>Output 3.6: Operational manuals developed.</u>	-1 manual	-0 manuals	To carry out with FIP-IDB financing.

Source: Half-yearly management report, second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report, second half of 2022.

Regarding R-PP Phase III, 8 modifications have been recorded to date of the 11 products initially agreed upon in the agreement signed with Profonanpe in March 2022. The most significant modification relates to the fact that it was originally planned to contract 6 consultancies for the execution of the project; however, complementary activities were incorporated and a total of 33 consultancies were contracted. Six outputs (1.2, 2.1, 3.1, 4.2, 4.3 and 4.4) were modified due to reported changes in programming and coverage of products with resources from other donors. Two outputs (2.3, 3.1) were revised because their scope and ambition prevented their completion in the time available. Similar to the case reported in the R-PP (Phase II), the expectation of having a portfolio of financing mechanisms was modified by ToRs formulated for complementary projects.

Table 3 Phase III R-PP change matrix

Output	Original goal	Modified goal	Comments
<u>1.2 Systematization and updating of the incentive management plan process</u>	- 1 process to prepare the updated incentive management plans	-0 processes to prepare incentive management plans	This product complements and is part of the consultancy for Product 1.1 "Formulation of incentive management plans".
<u>2.1 Updated CCT Program Evaluation</u>	- 1 updated evaluation of the TDC program	- 7 complementary consultancies	An evaluation was already carried out in 2022 with World Bank funds; new consultancies were rescheduled to support Component 2.
<u>2.2 Consolidation of 25 spaces of articulation to incentivize the conservation of standing forests.</u>	- 25 articulation spaces to implement incentives for the conservation of standing forests	- 8 consultancies to consolidate 25 spaces of articulation for implementation of incentives to conserve standing forests.	To consolidate articulation spaces, 8 consultancies were rescheduled.

<p><u>2.3 Portfolio of complementary financing initiatives</u></p>	<p>- 1 portfolio of complementary financing initiatives.</p>	<p>- 6 consultancies to prepare complementary projects (80 ToRs and support for the articulation in coordination spaces for incentives).</p>	<p>This change was needed due to lack of diagnoses of intervention spaces; 6 consultancies were hired to prepare the diagnoses and then the call for bids.</p>
<p><u>3.1 A pilot plan to support the titling of indigenous peoples's lands</u></p>	<p>- 1 pilot plan to support the titling of indigenous peoples' lands</p>	<p>- 0 pilot plans to support the titling of indigenous peoples' lands</p>	<p>A pilot plan had not been prepared to comply with this component. Plan was updated.</p>
<p><u>4.2 Strengthening governments and indigenous organizations' capacities regarding benefit-sharing processes and procedures and protocols to address and enforce safeguards</u></p>	<p>- 5 regional governments and 2 indigenous organizations strengthened</p>	<p>- 1 regional government and local stakeholders</p>	<p>For the planning update, a consultant has been hired to provide technical assistance only for the regional government of Madre de Dios and to strengthen local stakeholders.</p>
<p><u>4.3 MIS and MAC operation</u></p>	<p>- MIS and MAC in operation</p>	<p>- Will not be executed</p>	<p>Only one consultancy was carried out to provide technical assistance for the operation and coordination of the Safeguards Information Module (MIS). Due to budget rescheduling, it will be financed with funds from other sources.</p>
<p><u>4.4 Updating the Forest Reference Emission Level (FREL) incorporating additional biomes or REDD+ activities</u></p>	<p>- 1 updated national NREF including biomes or activities</p>	<p>- 4 consultancies to update the NREF</p>	<p>Due to the planning update and considering the specialized profile of the professional services required, they were subdivided into 4 consultancies: deforestation maps; deforestation risk; remote sensing forest</p>

			cover monitoring; logistics coordination.
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Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

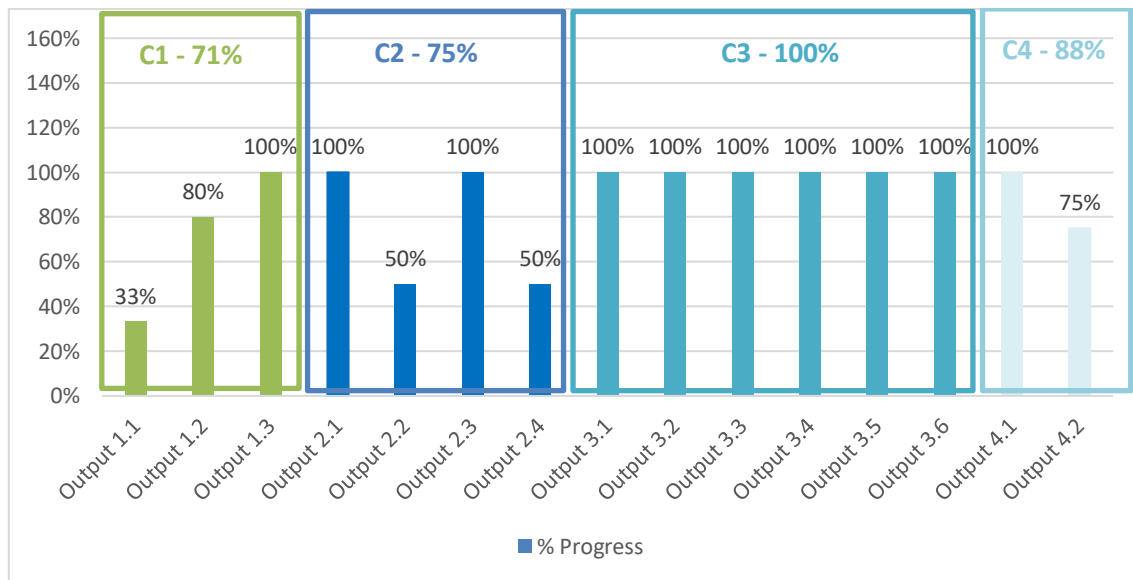
4 RESULTS' REVIEW AND COMPARATIVE ANALYSIS

At the close of this document, the R-PP Phase II project had reached 83.38% progress, with Components 1 and 2 showing more than 50% progress, while Component 3 reached 100% completion. Execution of R-PP Phase III reached 81.88% progress. Despite having started activities in March 2022, it has practically achieved the goals set for all its Components.

4.1 Progress on R-PP Phase II products, outcomes, and indicators

The cumulative progress of the R-PP Phase II project to date reaches 83.38%. Component 3 has been the most successful, as it has completed its products. Also, Component 4 reports 87.5% progress (Figure 2). Consultancies and products on track for Components 1 and 2 are pending and therefore are likely to improve the component's overall performance in coming weeks.

Figure 2 Output progress



Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022. Draft half-yearly management report second half of 2022.

Component 1. Organization and Consultation for REDD+

This component has reached 71% progress; one of its three outputs (1.3) has been fully completed (Table 4). The other two outputs show progress; however, only output 1.2 is on track to meet the established target within the time available.

Table 4 Component 1 R-PP (Phase II) Progress

Outputs	End-of-project goals	Final Evaluation Observations
<p><u>Output 1.1:</u> <u>Networks/communities of practice established.</u></p> <p>BL: 0 pilots of PPII platform to address climate change</p>	<p>- 3 pilots of PPII platform to address climate change</p>	<p>The goal was partially achieved: 1 pilot (33.33%).</p> <p>In 2020, the platform was implemented nationwide. Selection processes were called but were declared void. To meet regional platforms objectives, the DGCCD has decided to set up a regional platform in the Ucayali region and another that may be located in Puno, Junín or Ayacucho. No implementation date has been fixed.</p>
<p><u>Output 1.2:</u> <u>Completed monitoring reports.</u></p> <p>BL: 0 implementation reports of the Stakeholder Participation and Involvement Plan (PPIA) in the REDD+ process.</p>	<p>- 5 reports on the implementation of the Stakeholder Participation and Involvement Plan (PPIA) in the REDD+ process.</p>	<p>The goal was partially achieved: 4 reports (80%).</p> <p>One consultancy was carried out in 2019. Two others in 2021, and the fourth one in the first half of 2022.</p> <p>The fifth consultancy is underway to provide technical assistance for strengthening the PCI and is scheduled for completion in January 2023.</p>
<p><u>Output 1.3:</u> <u>Transparency and accountability mechanisms developed.</u></p> <p>BL: mechanism pilot</p>	<p>- 1 citizen attention mechanism pilot</p>	<p>The goal was achieved: 1 pilot (100%).</p> <p>In the first half of 2022, the Citizen Attention Mechanism Pilot for REDD+- had already been designed. It is currently not functioning while the guidelines are updated.</p>

Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

Component 2 - Implementation of the National Strategy on Forests and Climate Change (ENBCC in Spanish)

Component 2 reports 75% progress, with two outputs fully completed and two partially completed. Output 2.1 exceeded its target, reaching 140% execution (Table 5). The two partially completed outputs are expected to reach full completion within existing deadlines.

Among other relevant results achieved in this component's implementation we should underscore the Conditional Direct Transfers (CDT) Agreement signed with PNCBMCC partner native communities, as well as the baseline in native communities to enter agreements within the framework of the PNCBMCC intervention aimed at reducing deforestation pressures.

Table 4 Component 2 R-PP Phase II Progress

Outputs	End-of-project goals	Final Evaluation Observations
<p><u>Output 2.1: Institutional strengthening programs delivered.</u></p> <p>BL: 0 roadmaps of regional priorities for NDC implementation</p>	<p>- 5 regional priority roadmaps for NDC implementation</p>	<p>The goal was achieved: 7 roadmaps (140%).</p> <p>By December 2022, 7 roadmaps were implemented by the GOREs of Amazonas, Loreto, Huánuco, Madre de Dios, San Martín, Ucayali and Junín.</p>
<p><u>Output 2.2: Diagnostics and assessments completed.</u></p> <p>BL: 0 diagnostics to determine the effectiveness of land use planning by gender and intervention.</p>	<p>- 2 consultancies to prepare 1 diagnosis to determine the effectiveness of land use planning by gender and intervention.</p>	<p>The goal was partially achieved: 1 consultancy (50%).</p> <p>Two consultancies under this output, one on gender and one on type of intervention. The consultancy to review the effectiveness in rights' allocation began in the second half of 2021, with 4 of 6 products already delivered. The other consultancy to prepare participatory diagnostics on climate change mitigation and adaptation strategies from a gender perspective is expected to be completed in January 2023.</p>
<p><u>Output 2.3. Transparency and accountability mechanisms developed.</u></p> <p>BL: 0 action plans</p>	<p>- 1 action plan</p>	<p>The target was achieved: 1 action plan (100%).</p> <p>Design, layout and printing of books on REDD+ implementation guidelines began in the second half of 2021 and ended in the first half of 2022.</p>
<p><u>Output 2.4:</u></p>	<p>- 2 consultancies</p>	<p>The goal was partially achieved: 1 consultancy (50%).</p>

<p><u>Governance models designed/ Implemented.</u></p> <p>BL: 0 financial benefit sharing mechanisms</p>	<p>for the design of 1 financial benefit sharing mechanism</p>	<p>In the second half of 2020, a consultancy designed a financial mechanism for Forests and Climate Change and benefit sharing for result-driven REDD+ payments. To complement this product, starting in the second half of 2022, another consultancy was contracted for results-driven payments. As a result of this consultancy, a ministerial resolution from December 2022 published the guidelines for the acceptance and management of results-driven payments, which is currently underway and should end in March 2023.</p>
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Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

Component 3. Consolidation of the Forest Cover Monitoring Module (MMCB)

Component 3 is the most successful one, reporting 100% compliance in its six outputs. The interviewees agree that the legacy of the project is MNCB current operation through the GEOBOSQUES platform.

Two outputs exceeded their initial target (3.1, 3.2), with 182% progress reported in the number of early warnings, larger number of users and allowing, for example, native communities to identify the reasons for deforestation (Table 6). Output 3.2 reports 120% progress because there are interested institutions (SERNANP, INEI, etc.) that require information, reports and studies to meet their planned objectives.

UNFCCC experts completed NREF’s technical review during R-PP (Phase II). The NREF has been published together with its review report on the UNFCCC REDD website.

Table 6 Progress on Component 3 R-PP Phase II

Outputs	End-of-project goals	Final Evaluation Observations
<p><u>Output 3.1: Diagnostics and assessments completed.</u></p>	<p>- 276 early warning reports prepared</p>	<p>The target was achieved: 502 reports (182%).</p> <p>In 2019, 240 early warning reports were prepared. In 2020, 12 reports were ready. In 2021, there were 13 reports. By the end of 2022, a total of 237 deforestation early warning reports were produced, including 5 reports requested by related entities.</p>

<u>Output 3.2: Diagnostics and assessments completed.</u>	- 10 forest cover reports prepared by the Forest Cover Monitoring Module	The goal was achieved: 12 reports (120%). In 2019, 3 reports were produced. In 2020, another three reports were generated on national level of deforestation sent to MINAM, SERNANP and INEI. In 2021, 4 reports were made on monitoring the annual loss of Amazon rainforest in 2020, analysis of thematic accuracy of annual maps of deforestation in the Amazon for 2017, 2018 and 2019, analysis of thematic accuracy of annual maps of deforestation in the Amazon for 2020 and generation of data on the loss of Amazon rainforest cover in 2020. In the first half of 2022, a study was prepared on data generation addressing the loss of Amazon rainforest cover loss in 2021. In the second half, a study was completed on the thematic accuracy of annual maps of deforestation in the Amazon in 2021.
<u>Output 3.3: Working papers prepared</u>	-1 technical annex for BUR prepared for submission to UNFCCC	The goal was achieved: 1 annex (100%). This product was completed in 2019 with funding from regular resources.
<u>Output 3.4: Working papers prepared</u>	-1 Forestry Reference Level updated and submitted to UNFCCC	The target was achieved: 1 Forest Reference Level updated and submitted to UNFCCC (100%). Completed in October 2022, it is up to date and was submitted to the UNFCCC. Available on their website.
<u>Output 3.5: Budget reform processes implemented.</u>	-3 report / certification	The goal was achieved: 3 reports/certifications (100%). In 2021 a consultancy prepared a financial sustainability analysis of the MMCB and the ISO 9001-2015 standard was implemented for the forest cover monitoring process. An independent audit of the Quality Management System was completed in the second half of 2022.
<u>Output 3.6: Operational manuals developed.</u>	-1 manual	The goal was achieved: 1 manual (100%). This product will be prepared as part of another FIP-IDB project, in coordination with other initiatives underway.

Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

Component 4 - Safeguards Information System

Component 4 reports 87.5% progress in meeting its targets. Output 4.1 is 100% complete (Table 7); the MIS pilot was implemented in the last quarter of 2021 and is related to SINIA.

Output 4.2 reports 75% progress, with 2 of the 8 outputs of the consultancy still pending delivery.

For the operation of the MIS, a consultancy was hired that provides technical assistance, and has organized workshops and work meetings with various REDD+ stakeholders to discuss issues on the approach to and compliance with REDD+ Safeguards. The resulting contributions have provided valuable inputs to prepare MIS guidelines and its relation to RENAMI.

In 2020 and 2021, 4500 publications of the Regulations to the LMCC were printed in 3 languages (Ashaninka, Aymara and Quechua) for populations speaking those languages, to disseminate knowledge, awareness and commitment among the various stakeholders involved in REDD+ actions.

Table 7 Progress on Component 4 R-PP Phase II

Output	End-of-project goals	Final Evaluation Observations
<u>Output 4.1: Budget reform processes implemented.</u>	-1 MIS pilot	Target was achieved: 1 MIS pilot (100%). The MIS pilot was implemented in 2021 and ended in the last quarter of 2021. In 2022, it is being complemented with technical assistance for MIS operation.
<u>Output 4.2: Pilot interventions implemented.</u>	-1 strengthening operating SIS	Partially achieved goal: 75% progress in strengthening operating SIS. The technical assistance consultancy to operate the Safeguards Information Module has completed 6 of the planned 8 products.

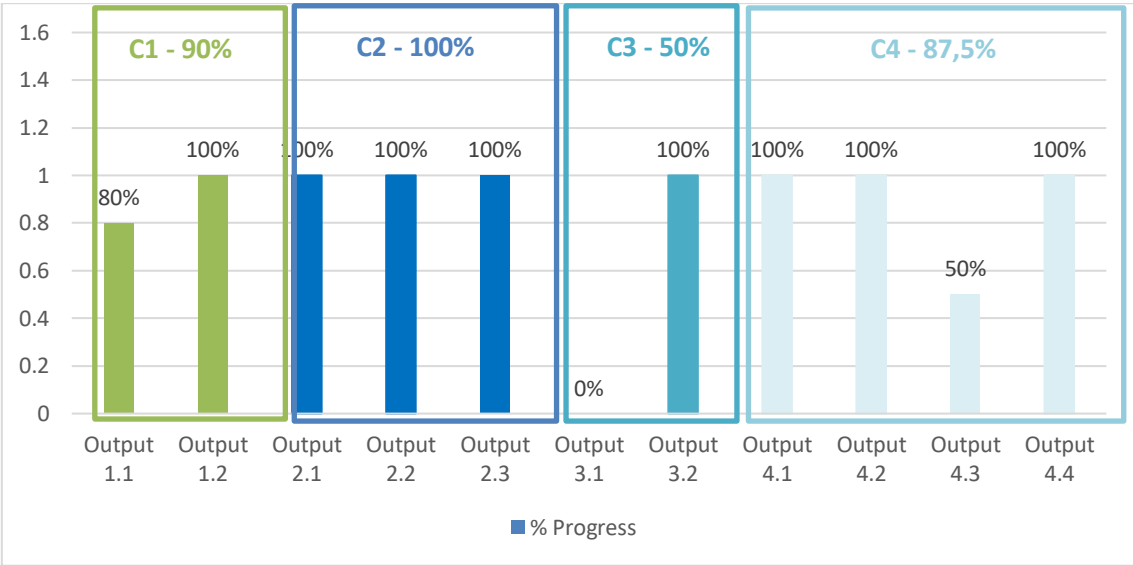
Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

Green = Achieved	Yellow = Partially achieved	Red = Not achieved
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4.2 Progress on R-PP Phase III outputs, outcomes, and indicators

The R-PP Phase III project reports a cumulative progress of 81.88% in meeting its goals so far. Although its activities started in March 2022, it has made significant progress in executing all its components, which are on track to meet their goals within the planned timeframe (Figure 3).

Figure 3 R-PP Phase III Project Progress



Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

Component 1. Promotion of community forest management

This component is 90% ready (Table 8). Although the first contracting round failed, 22 management plans were developed. Therefore, a second consultancy was retained in December 2022 to provide providing technical assistance ever since to 22 communities in Cusco, Ucayali, Pasco, and Loreto. Difficult access and social unrest hampered meetings and visits to complete the three remaining plans.

Table 5 Component 1 Progress R-PP Phase III

Outputs	End-of-project goals	Final Evaluation Observations
<u>1.1 Formulation of incentive management plans</u>	- 25 incentive management plans prepared	Partially accomplished goals: 22 management plans (80%). 3 plans were not prepared (communities in Cusco Zone Area - Kochiri, Chakopishiato and Camaná) due to limited access for field work in the first two months of 2023. Project goals were cut down from 25 to 22 PGI, and payment to the consulting firm proportionally reduced.
<u>1.2 Systematization and updating of incentive management plans</u>	- 1 process to update incentive management plans	Goal achieved: 100%. Systematization concluded.

Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

Component 2. Design of incentives for forest conservation

This component has achieved 100% progress. All outputs reached the proposed goals (Table 9), making it the most successful component.

Several consultancies underway or pending were completed. The achievements in relation to Output 2.2 accomplished remarkable results in identifying coordination initiatives in 8 regions, with participation in 37 coordination forums, 1 national discussion forum and 29 sectoral discussion forums. PNCBMCC's human capacities were strengthened. The incentives manual was updated and the rules for the competitive selection of business plans were prepared.

Table 9 Component 2 R-PP Phase III Progress

Outputs	End-of-project goals	Final Evaluation Observations
<u>2.1 Updated evaluation of the TDC program</u>	- 7 complementary consultancies	Goal achieved: 7 complementary consultancies (100%). The following consultancies were completed: improvements to and updating of the incentive's manual, coordination with incentive funds, support to the executive coordination in preparing the proposed strategy for executing the resources of the FIP Peru 2022 projects, PM4R Professional certification course, to provide technical assistance to manage PNCBMCC contracts, and preparation of ToRs and certification of the CDT management process.
<u>2.2 Consolidation of 25 spaces of articulation to prepare standing forests conservation incentives</u>	- 8 consultancies to consolidate 25 articulation spaces to implement incentives for standing forest conservation	Goal achieved: 10 consultancies (100%). The 6 completed consultancies dealt with providing advice and technical support to the PNCBMMC, providing advice and technical support to the PNCBMCC Technical Unit, advisory service to the Technical Secretariat on administrative procedures, preparation of a proposal for human resources management documents, assistance to prepare the 2023 POA and PEP updating, and design and printing of PNCBMCC institutional material. In addition, consultancies were contracted to support reaching agreements in the discussions held in 08 Departments, and to participate in 31 coordination spaces (01 National, 08 Regional and 22 Sectoral Discussions); and to strengthen PNCBMCC staff capacities to improved communication techniques to connect initiatives with Regional Governments.

<p><u>2.3 Portfolio of complementary financing initiatives</u></p>	<p>- 6 consultancies to prepare complementary projects (80 terms of reference and support to ensure articulation in the coordination spaces to implement incentives).</p>	<p>Goal achieved: 6 consultancies (100%).</p> <p>Consultancies completed to prepare 55 ToRs and technical specifications to meet financing needs and coordination held by the PNCBMCC with actors involved in forest conservation, in order to identify sources of funding in zones 1 and 2. The remaining 3 consultancies were retained to ensure coordination in the coordination spaces destined to implement incentives for local governments / sectors and create a portfolio of financing initiatives. All these were completed. In addition, the consultancy to prepare 25 ToRs for zone 3 was likewise completed.</p>
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Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

Component 3. Pending land titling at native and peasant communities

The component shows partial final 50% progress (Table 10) reflecting the decision to cancel Output 3.1. As for Output 3.2, the PNCBMCC and AIDSESEP worked in 6 departments together with 8 regional federations. Other relevant results include field work at 9 communities, 6 communities having carried out field work and prepared anthropological reports and 7 communities have technical equipment to begin field work. Processes are delayed in Martin and Amazonas due to access difficulties and civil unrest throughout the country.

Table 6 Component 3 R-PP Phase III Progress

Output	End-of-project goals	Final Evaluation Observations
<p><u>3.1 A pilot plan to support the titling of indigenous peoples developed.</u></p>	<p>- 0 pilot plans to support indigenous peoples' land titling</p>	<p>The land titling pilot plans were not required. The funds were instead allocated to support the land titling processes of Output 3.2</p>
<p><u>3.2 Support communities in administrative coordination efforts required to unblock the tenure regularization processes.</u></p>	<p>- 25 communities with ongoing land titling processes underway</p>	<p>The goal was achieved: land titling processes underway in 25 communities (100%).</p> <p>The Project sought to support procedures to obtain land tenure rights (titling, recognition, demarcation, extension) for 25 native communities, based on lessons learned from the implementation of other titling projects. To this end, the project had the participation of AIDSESEP as a National Indigenous organization representing the native communities concerned, which, in coordination with the GORE as the competent authority, achieved notable progress in the procedures for granting rights. Although the project did not define this intervention as a pilot plan,</p>

		<p>the AIDSESP intervention constituted a valuable experience for the project. .As of December 2022, 2 communities' lands have been titled and one community's lands registered. By the second half of January, the legal and administrative processes of 14 communities are expected to resume. In the departments of San Martin and Amazonas the process is delayed due to access issues and political unrest across the nation.</p>
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Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

Component 4. Closing REDD+ readiness gaps

Component 4 shows 87.5% progress (Table 11). The implementation of the RENAMI, corresponding to Output 4.1, was delayed due to technical aspects and non-compliance in products delivered by MINAM; however, a design RENAMI platform is available (<https://mer.markit.com/br-reg/public/peru-public/#/home>). Contracts are ready for all consultancies for this Component. Regarding Output 4.3, the Ministerial Resolution approving the "Guidelines for the operation of the Citizen Attention Module for REDD+" is ready but operation has not yet started.

Table 7 Component 4 R-PP Phase III Progress

Outputs	End-of-project goals	Final Evaluation Observations
<p><u>4.1 Implementation of the National Registry of Mitigation Measures (RENAMI)</u></p>	<p>- RENAMI in operation</p>	<p>Target achieved: 100% RENAMI in operation.</p> <p>MINAM prepared a new version of the RENAMI guidelines adopting the contributions from the workshops and revisions to the first publication.</p> <p>In addition, training has been provided to the technical team of the Greenhouse Gas Mitigation Directorate.</p>
<p><u>4.2 Strengthening indigenous governments and organizations' capacities regarding benefit sharing issues and procedures and protocols to address and oversee safeguards compliance</u></p>	<p>- 1 regional government and local stakeholders</p>	<p>The project contracted the technical assistance service to strengthen the capacities of local stakeholders in the Madre de Dios region where training workshops were held on issues related to REDD+, RENAMI and climate change. The trainings were given to representatives of indigenous organizations, communities and producer associations. MINAM's DGCCD received support for coordination with the focal points of the Madre de Dios and Amazonas GOREs to address progress in REDD+, RENAMI, and MAC pillars..</p>

<p><u>4.3 MIS and MAC operation</u></p>	<p>-Cancelled</p>	<p>Target partially achieved: 50%.</p> <p>The draft guidelines for the operation of the MAC-REDD+ have been prepared. Ministerial Resolution N 154-2023-MINAM provides for the publication of the draft guidelines.</p>
<p><u>4.4 Updating the Forest Reference Emission Level (FREL) to include additional biomes or REDD+ activities</u></p>	<p>- 4 consultancies to update the NREF</p>	<p>Target achieved: 100%.</p> <p>An updated NREF is available, evaluated and published on the UNFCCC website, as well as the final version of the evaluation report https://bit.ly/forestationdgccd,</p> <p>In addition, 2 consultancies focused on the use of the updated NREF in the nesting of early REDD+ initiatives.</p>

Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

Green = Achieved	Yellow = Partially achieved	Red = Not achieved
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4.3 Review of the main factors contributing to and limiting project implementation

In the opinion of the interviewees, the project did not encounter significant barriers or difficulties. However, the following four factors were identified as the main issues affecting the project's performance.

In the first place, all interviewees mention the COVID 19 pandemic, especially restrictions to stay in contact with stakeholders. This hampered workshops and other planned activities. Also of concern, to a lesser extent, is the availability of fiscal resources due to the economic crisis resulting from the pandemic, especially the availability to continue programs and activities financed with R-PP resources.

Secondly, they pointed to slow and complex administrative-financial management, which lacked autonomy to perform efficiently. Originally IDB procedures seek to permit agile resource execution. However, under R-PP Phase II the resources were executed as resources from the state's regular budget. Many of the delays and consequent requests for extension of the agreements are related to the bureaucratic burden and consequent slowness in contracting, paying and following up on a considerable number of consultancies. Contracting Profonampe as executor for Phase III is an example of adaptive management

and capitalizes on the lessons learned in R-PP Phase I and R-PP Phase II, seeking to ensure resources are executed more efficiently outside the state apparatus.

A third project implementation challenge was posed by the country's political environment. Instability in office of authorities in all participating institutions and levels has adversely impacted project management. To a lesser extent, the project management team's turnover was also mentioned, particularly with regard to the R-PP Phase II coordinator. Despite this, both in MNAM and PNCBMCC the technical counterparts that accompany and keep the memory of the processes are more stable.

The fourth most frequently mentioned factor relates to the absorption capacity at participating public institutions. The project involves a considerable investment of staff time to technically lead the identification of priorities, prepare ToRs, accompany the consultants throughout their processes, and finally approve a considerable number of individual consultancy products. Meeting project responsibilities and roles placed an additional burden on top of the day-to-day tasks.

4.3.1 Funding

4.3.1.1 R-PP Phase II

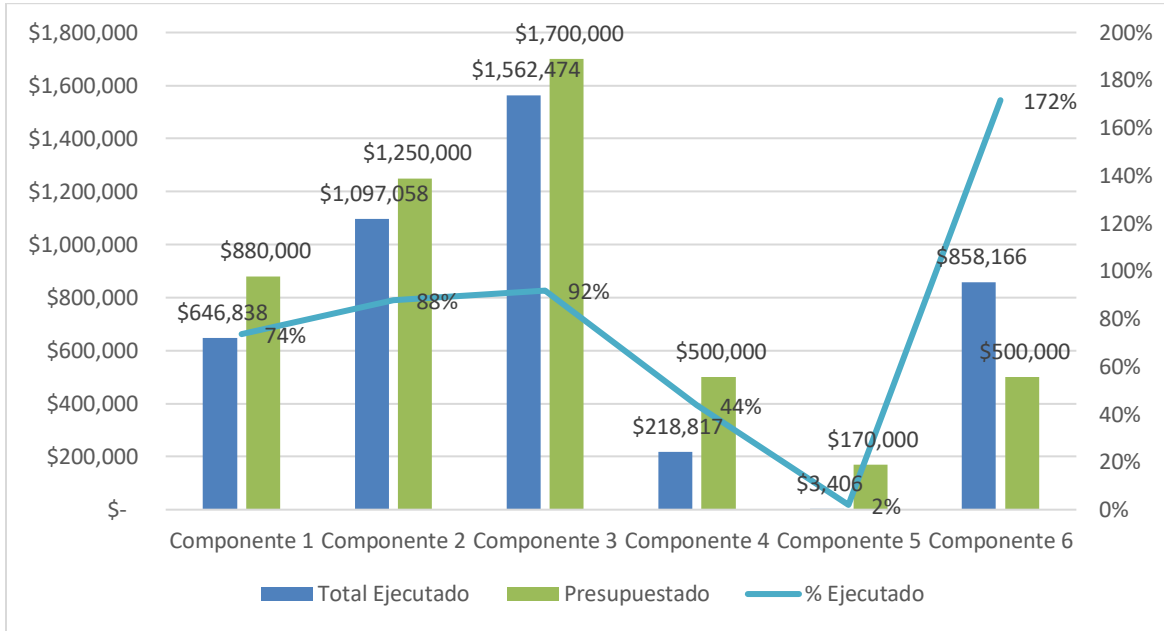
The original budget for Phase II amounts to USD 5 million from an IDB grant, for a four-year execution period. Reports from July 2019 through the second half of 2022 reveal five deposits were made to the project's current account worth 100% of the total approved budget. Up to that date, USD 4,386,757.67 has been executed, accounting for 87.74% of the agreed total.

In no project year has the total budget established in the POA been fully executed, according to reports. However, it is noteworthy that the highest percentage of execution (84%) was achieved precisely in 2020 during the COVID 19 pandemic. This is due to the fact that in the second semester an intense phase of calls for proposals was initiated and 59 contracts were awarded.

The graph below shows Component 3 received the largest budget allocation and executed 92% of the total available budget. At the other end, Component 5 reports only 2% budget execution.

The budget was amended in 2021, after receiving the IDB's No Objection to the requested budget transfer. This justifies the 172% increase in the execution of Component 6 (Figure 4).

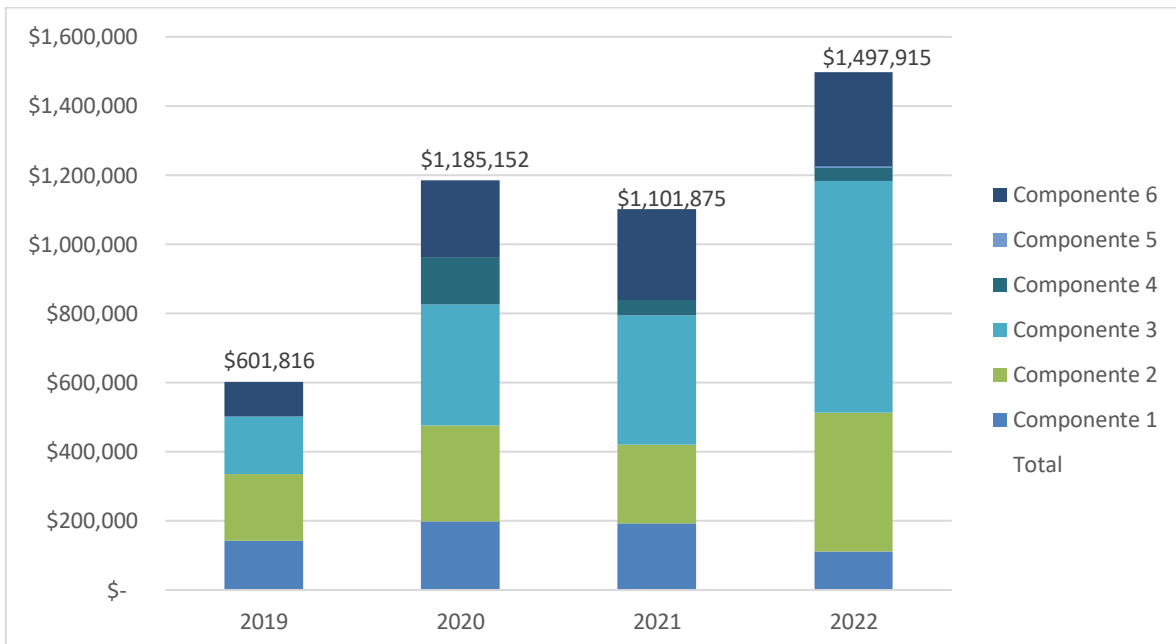
Figure 4 ProDoc planned budget vs. amount executed per year



Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

Execution peaked in 2022, following the award of 67 consulting services contracts, in addition to 13 purchase and service orders (Figure 5).

Figure 5 Budget executed by result and year.



Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

As part of financial controls, the project prepared a financial availability report to identify amounts planned and executed. The project's financial audit should be ready in 2023.

The co-financing obtained by the project is not reported; however, the evaluation considers it must be of a significant amount, since the R-PP was made possible thanks to the leadership and support of public institutions funded from regular budget resources, as well as the collaboration and coordinated work of other projects and international cooperation agencies.

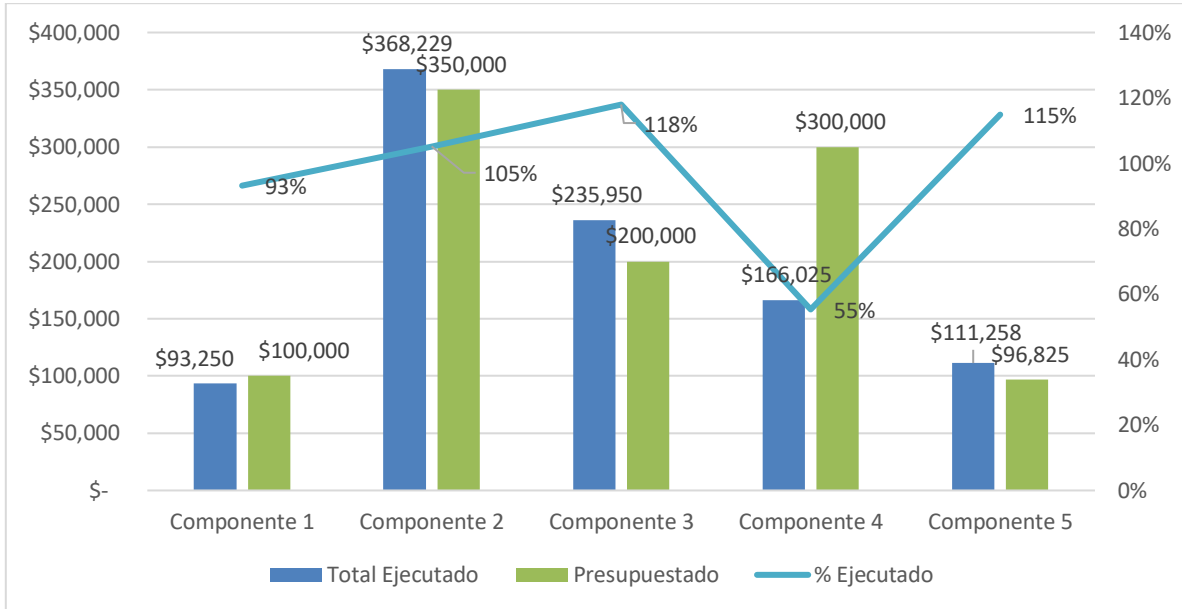
4.3.1.2 R-PP Phase III

The original project budget amounts to USD 1,046,825 from an IDB grant over one year execution period. As of February 2023, according to the information provided, the project has executed USD 974,712, or 93% of the total available budget.

The original budget was modified in May 2022 and letters were sent to the IDB to update the procurement plan, which modified the budget for all components. The No Objection was approved in July 2022, at which date contracting processes were initiated.

Figure 6 shows Components 2, 3 and 5 have exhausted their entire available budgets. Component 5 covers auditing, evaluation, administration, and coordination. Component 3 shows the highest percentage of execution, exceeding the allocated resources by 18%. For Components 1 and 4, there is evidence of execution exceeding 50%. However, USD 71,852 for Component 1 consultancies and financial audit are still pending of payment.

Figure 6 Budget planned in Prodoc vs. amount executed during the year.



Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

In addition to complying with Profonampe's internal policies, the project prepared a monetization control form that identifies contractors, consultancy start and end dates, total amounts, amounts paid and outstanding balances in dollars.

4.3.2 Efficiency

4.3.2.1 R-PP Phase II

The project has not yet met its established goals, even though three extensions to its execution time have been approved. It will close 2022 at 87.5% goals compliance and around 88% budget execution.

Meanwhile, all cooperation projects have been delayed due to COVID-19. However, in the case of the R-PP (Phase II) this is a relatively modest amount, considering the volume of cooperation and projects typically managed by MINAM and the PNCBMCC.

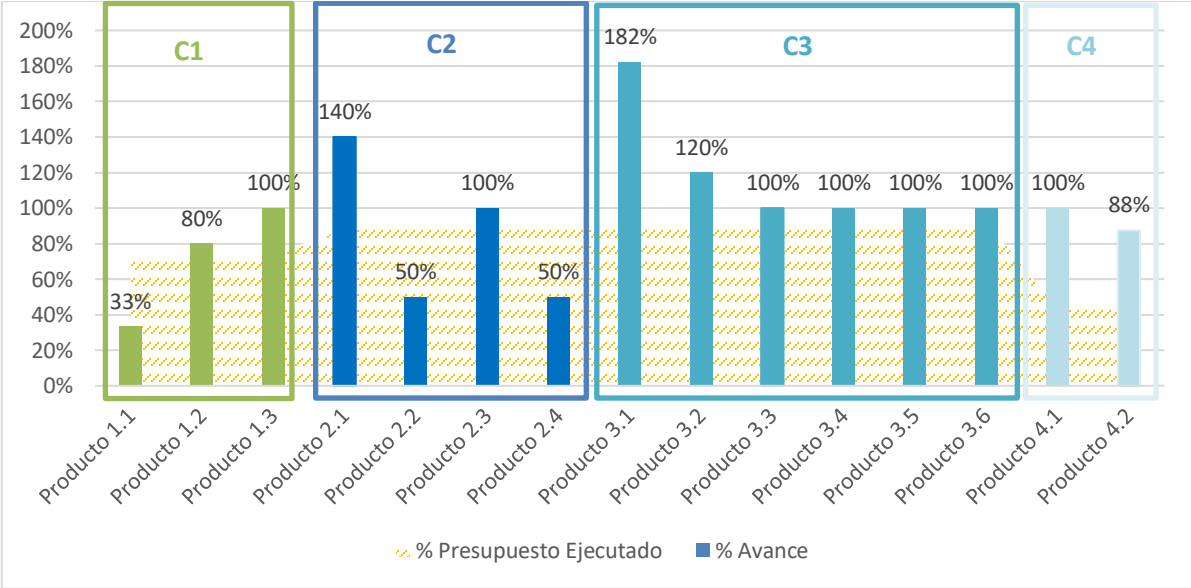
As has been widely mentioned by the interviewees, the project has faced difficulties derived from having been executed following the rules to manage regular budget resources, instead of having the necessary autonomy and delegation to operate with greater agility under IDB practices and procedures.

Another key aspect accounting for the project's low efficiency is the decision to reduce technical assistance to many fragmented units. Instead of contracting larger consulting firms

or consultancies, many individual and small consultancies were contracted that resulted in up to 67 contracts in 2022, all managed under government procurement procedures and rules.

Component 3 is the most efficient, showing 117% indicator progress and using 92% of the allocated budget, while Components 1 and 2 have not achieved their objectives despite having executed more than 60% of their budget allocations (Figure 7).

Figure 7 Percentage of Disbursements versus Progress on Outcome indicators



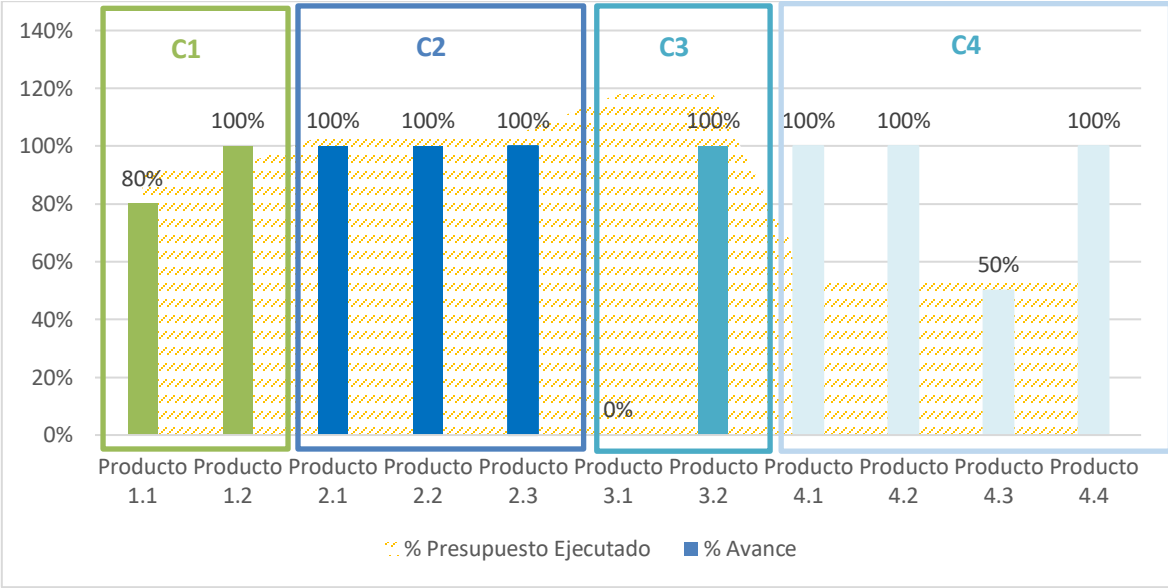
Source: Half-yearly management report second half of 2019, first half of 2020, second half of 2020, first half of 2021, second half of 2021, first half of 2022; Draft half-yearly management report second half of 2022.

4.3.2.2 R-PP Fase III

To date, the project has not requested a time extension for its execution. Available information leads us to conclude that the allocated resources sufficed to execute the project. It can be evidenced that some activities accomplished both physical and financial progress, and some consultancies and products were delivered within reasonable timeframes.

Overall, Component 3 showed the greatest efficiency, because despite having reached 100% progress, it has executed more than 100% of the allocated resources. On the contrary, Component 4 could be termed the most efficient, as it shows 87.5% progress across all indicators but has spent under 60% of the allocated budget (Figure 8).

Figure 8 Percentage of Disbursements versus Progress on Outcome indicators



Source: First Half Year Report, 2022; Procurement Plans, 2022; Supplemental Evaluation Report, 2022.

The Mid-Term Evaluation carried out in January 2017 proposed to move 17 pending activities to the second tranche of the FCPF. Of these, 15 (82.4%) have been completed. It is worth underscoring that the MNCB was strengthened thanks to the purchase of computer equipment and software licenses for the PNCBMCC zonal offices. The formulation of PGIs for community participation in TDCs was also reported. Technical support has been provided to seven regional governments to prepare roadmaps to identify and quantify goals stemming from NDCS’ prioritization and implementation. The MAC and SIS pilots were developed, and 4500 publications of the LMCC Regulations were designed, laid out and printed in three languages (Ashaninka, Aymara and Quechua). Thirteen “Dialoguemos” (“Let’s talk”) workshops were organized addressing the Climate Change Law (LMCC) and its regulations, Nationally Determined Contributions, NDCs and safeguards. Consultancies moved forward to prepare a financial mechanism for benefit sharing. The updated NREF was submitted to the CMNUCC.

In addition, the 3 activities (17.6%) that were not completed relate to the design and implementation of a strategy to foster private sector involvement. Measurements of the carbon compartments, including the estimation of forest degradation, the improvement of biomass estimation, and the improvement of estimates of carbon stocks in non-forest lands,

were not achieved. Nor was it possible to expand these methodologies to include Andean and coastal forests.

5 CONCLUSIONS

In its two phases, the project has been prepared and led by the authorities, demonstrating significant levels of ownership and alignment with the major priorities and policies identified by Peru. The R-PP is highly relevant for Peru, as it contributes to enforce the LMCC and its Regulations, the ENBCC, and the Mitigation Measures for LULUCF within the framework of the NDC.

At the time of closing this document, the R-PP (Phase II) was on track to meet most of the planned products and goals. It reports 83.88% progress in meeting its goals, a performance that is expected to increase as more consulting products are delivered and contracted products move forward.

The R-PP (Phase III) has completed its contracting processes and reports a cumulative progress of 81.88% in meeting its goals to date. Although it started activities in March 2022, it has practically met the goals of all its components.

The main factors that affected the project's performance are the COVID 19 pandemic, the lack of administrative and financial independence (in the case of R-PP Phase II), the local political atmosphere, and the absorption capacity of the participating government agencies. The project lacked the necessary autonomy and delegation to operate with greater agility, yet it decided to atomize technical assistance, thus increasing complexity and reducing efficiency in execution.

Interviewees identified R-PP's financing gave greater relevance to and accelerated the consolidation of REDD+ in Peru. It was likewise mentioned it allowed strengthening the PNCBMCC and DGCCD at MINAM. Among the main impacts and changes identified by the interviewees, the following five are mentioned:

- 1) Progress in designing the legal framework to make operational LMCC regulations, such as the platform for participation of indigenous peoples.

- 2) Approval of at least two ministerial resolutions on the guidelines for REDD+ actions at the national level. By the end of 2022, the guidelines to receive and manage results-driven payments still needed developing its profit-sharing component.
- 3) Creation platforms for safeguard monitoring. The project has set forth platforms for MIS and MAC, which are very important achievements.
- 4) A part of the forest reference level has been completed with almost all the deforested tract already surveyed. The basic principles for degradation assessment are ready.
- 5) The forest cover monitoring system, the GEOBOSQUES platform and the early warning system are ready.

The RPP has made it possible to evaluate the CCTs to improve methodologies that can enhance incentives' efficiencies and for instance connecting them with other government assistance programs, territorial planning processes and community life plans. The RPP has provided better information on how these incentives are used and shared by communities.

Stakeholders agree that the RPP has played an important role in promoting and facilitating coordination and participation forums. National, regional, and local level debates have contributed to connecting interventions that do not regularly talk to each other, as for example, those led by the Ministry of Development and Social Inclusion regarding food security issues. The Amazonian GORES benefit from these spaces to foster low-emission rural development strategies.

The stakeholders mentioned spaces such as the project's Steering Committee could be used to further coordination and multisectoral articulation. Other similar projects take advantage of this space to showcase their progress to both donors and beneficiaries, facilitating coordination across institutional agendas.

In terms of sustainability, climate-related finance mechanisms were unfortunately diluted and failed to provide the expected scope or significance. However, R-PP investments have been key to almost double the fiscal resources directed to CCTs. Likewise, the R-PP made it possible to obtain resources from the Forest Investment Program (FIP), which in practice will continue to support the consolidation of REDD+ in Peru.

The main recommendations drawn from this assessment are as follows:

- The projects were executed under the leadership of MINAM. However, many of the activities and products fall under the responsibility of other institutions such as MIDAGRI. Consequently, we recommend strengthening the governance architecture to ensure the participation and ownership of other institutions, which together with MINAM make up the management landscape.
- Although the project received international cooperation resources, they were executed as part of the regular budget with the consequent management difficulties and complexity. Efforts should be made to ensure that budget execution follows the donor's processes, likely enhancing efficiency.
- The projects have created a significant amount of information and knowledge resources. A knowledge management plan, as well as a repository to take advantage of and dispose of the information after project closure may be an important contribution.
- A project exit strategy could be prepared and shared among project partners and stakeholders at the different scales of intervention, while seeking institutional commitments for project follow-up and sustainability.
- A global closing event and another at the intervention site could be held to inform the community and the outgoing local governments about achievements and to commit them to the project's sustainability.
- Another important consideration concerns updating the NBSAP, so that all the products generated by the projects are anchored and covered by a new tool.
- Due to the rarefied political environment, authorities' turnover may hamper the continuity of activities and commitments. It is advisable to strengthen capacities among the institutions' management and technical personnel who generally report less turnover and preserve institutional process memory.

6 ANNEXES

6.1 Annex 1: Evaluation Matrix

Assessment questions	Indicators	Sources	Methodology
Relevance			
Is the objective of the projects aligned with the priorities of local government and local communities?	Level of coherence between the project's objective and the stated priorities of local stakeholders	<ul style="list-style-type: none"> - Local stakeholders - Document review of local development strategies, environmental policies, etc. 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
Is the projects' objective aligned with national REDD+ priorities?	Level of consistency between projects' objectives and national policy priorities and strategies, as shown in official documents	National policy/strategy/plan documents, such as those related to the development of the REDD+ mechanism.	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
Did the project concept originate from local or national stakeholders and/or were relevant stakeholders sufficiently involved in project development?	<ul style="list-style-type: none"> - Level of involvement of local and national stakeholders in project design and development (number of meetings held, project development processes with stakeholder input, etc.). 	<ul style="list-style-type: none"> - Project staff - Local and national agents - Project documents 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
How relevant and effective has the strategy and architecture of this project been? Is it relevant? Has it	<ul style="list-style-type: none"> - Links to international commitments and national policy documents, existing relationships, consistency between project 	<ul style="list-style-type: none"> - Project documents - National policies or strategies - Websites - Project staff 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review

been effective? Does it need to change?	design and implementation approach.	- Project partners - Data collected during the mission	
What are the project decision-making - governance oversight and accountability processes?	- Roles and responsibilities of stakeholders in project implementation. - Partnership agreements.	- Project documents - National policies or strategies - Websites - Project staff - Project partners - Data collected during the mission	- Interviews with key stakeholders - Document review
How relevant and effective has the project design been, including the monitoring and evaluation plan (design and implementation of monitoring instruments) and the quality of the results matrix?	- Quality of the results matrix	- Project staff - Local and national agents - Project documents	- Interviews with key stakeholders - Document review
Efficacy			
Are project objectives likely to be met and to what extent?	- Level of progress towards project indicator targets in relation to the expected level at the present time of implementation.	- Project documents - Project staff - Project stakeholders	- Interviews with key stakeholders - Document review
What are the key factors that contribute to project success or underperformance?	- Level of documentation and anticipation of project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Interviews with key stakeholders - Document review

<p>What are the main remaining risks and barriers to achieving the projects' objective?</p>	<ul style="list-style-type: none"> - Presence, assessment and preparation for anticipated risks, assumptions, and impact factors 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>Are the key assumptions and relevant impact factors likely to be met?</p>	<p>Actions taken to address key assumptions and identify impact drivers</p>	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<p>Interviews with key stakeholders</p> <ul style="list-style-type: none"> - Document review
<p>What has been (to date) the progress of these projects toward the expected results and indicators of the logical framework? How do key stakeholders consider that these projects have progressed towards the results (as indicated in the inception report of the original documents)?</p>	<ul style="list-style-type: none"> - Progress towards impact achievements - Output results 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>What has been the progress to date and how has it led or could it in the future catalyze beneficial development effects?</p>	<ul style="list-style-type: none"> - Effectiveness of stakeholder engagement - Gender gap - Plans and policies incorporating initiatives 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review

<p>What are the remaining obstacles to achieving the expected results, according to the interviewed stakeholders?</p>	<ul style="list-style-type: none"> - Number of obstacles to projects 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>What aspects of this project's implementation approach (pilot projects) (support activities) have been particularly successful or adverse (as mentioned in consultations) and how could project stakeholders amplify or correct these benefits?</p>	<ul style="list-style-type: none"> - Number of project achievements - Progress towards impact achievements. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>Do the indicators in the results framework adopt a SMART approach?</p>	<p>Results framework indicators</p>	<ul style="list-style-type: none"> - Project documents 	<ul style="list-style-type: none"> - Document review
<p>Are the objectives attainable in the medium term and at the end of the project?</p>	<ul style="list-style-type: none"> - Percentage of results achieved - Progress made in the results framework. 	<ul style="list-style-type: none"> - Project documents 	<ul style="list-style-type: none"> - Document review
		<ul style="list-style-type: none"> - Project documents 	

<p>Have any modifications to the agreements been made and what are their impacts on the project's design (changes in outputs, outcomes, execution model, etc.) and possible relevant changes to the initial design?</p>	<ul style="list-style-type: none"> - Modifications and adjustments to the agreements 	<ul style="list-style-type: none"> - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>Have any changes been made to the results matrix (output and outcome indicators, baselines, targets) to date?</p>	<ul style="list-style-type: none"> - Changes to the results matrix 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>How efficient and effective has been the performance of the institutions involved in project execution (particularly MINAM, IDB, PNCBMCC and Profonampe)? How is coordination between key actors regarding project implementation?</p>	<ul style="list-style-type: none"> - Performance of and coordination among key project stakeholders 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
<p>Efficiency</p>			
<p>Is the project profitable?</p>	<ul style="list-style-type: none"> - Quality and adequacy of financial management procedures 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Interviews with key stakeholders

	<ul style="list-style-type: none"> - Financial execution rate vs. planned rate - Management costs as a percentage of total costs 		<ul style="list-style-type: none"> - Document review
Do expenditures comply with international rules and standards?	Cost of project inputs and outputs as compared to the standards and criteria for donor projects in the country or region.	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Interviews with key stakeholders - Document review
Is the project implementation approach efficient enough to achieve the expected results?	<ul style="list-style-type: none"> - Adequacy of the implementation structure and of the coordination and communication mechanisms. - Expected and actual level of human resources available - Extent and quality of engagement with relevant partners/partnerships - Quality and adequacy of project monitoring mechanisms (input from oversight bodies, quality and timeliness of reporting, etc.) 	<ul style="list-style-type: none"> - Project documents - Project staff - Local and national stakeholders 	<ul style="list-style-type: none"> - Document review - Interviews with project staff - Interviews with national and local stakeholders
Has project implementation been delayed? If so, has this affected cost-effectiveness?	<ul style="list-style-type: none"> - Project milestones reached on time - Expected results affected by delays - Adaptive project management measures related to delays 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Document review - Interviews with project staff
	<ul style="list-style-type: none"> - Amount of resources mobilized in relation to project budget 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Document review

To what extent is the project mobilizing additional resources?			- Interviews with project staff
Management arrangements and implementation approach (including any evidence of adaptive management and project coordination).	- Project management and coordination effectiveness	- Project documents - Project staff	- Document review - Interviews with project staff
How have finances been managed, delivered and spent per product per year? What percentage is delivered to date? Is it low?	- Percentage of expenditures in proportion to results. - Transparency of efficient management	- Project documents - Project staff	- Document review - Interviews with project staff
Results			
Have the planned outputs been delivered and have they contributed to the project's outcomes and objectives?	- Progress in project implementation in relation to plans level planned at the current stage of implementation. - Logical linkages between project outputs and outcomes/impacts.	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
Are the expected results likely to be achieved? Are the results likely to contribute to	- Logical linkages between project results and outcomes	- Project documents - Project staff	- Interviews with key stakeholders - Document review

the achievement of the project's objective?		- Local and national stakeholders	
Are results likely to be achieved at the impact level?	- Level of progress through the project's Theory of Change	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
Sustainability			
To what extent are project outcomes likely to depend on continued financial support? How likely is it that the necessary financial resources will be available to sustain project outcomes after project completion?	- Financial requirements to sustain project benefits. - Level of anticipated financial resources available to support the continuity of project benefits. - Potential for additional financial resources to support maintenance of project benefits.	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
Do stakeholders have or are they likely to achieve an adequate level of "ownership" of the results to have an interest in ensuring that the benefits of the projects are sustained?	- Level of initiative and involvement of relevant stakeholders in project activities and outcomes.	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review

Do the relevant stakeholders have the technical capacity to ensure that project benefits are preserved?	- Technical capacities of relevant stakeholders relative to skills required to sustain project benefits	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
To what extent do project results depend on socio-political factors?	-Socio-political risks to project benefits	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
To what extent do project results depend on issues related to institutional frameworks and governance?	- Existence of institutional and governance risks threatening project benefits	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
Are there any environmental risks that could undermine the future flow of project impacts?	- Existence of environmental risks to the project's benefits	- Project documents - Project staff - Local and national stakeholders	- Interviews with key stakeholders - Document review
What are the financial risks to sustainability?	Financial risks	- Project documents	- Document review
What are the socioeconomic risks to sustainability?	Socio-economic risks and environmental hazards	- Project documents	- Document review

Institutional framework and governance risks to sustainability?	Institutional and individual capabilities	- Project documents	- Document review
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- List what in your opinion may be lessons learned that should/can be corrected in the future.
- What recommendations would you make to improve the project's implementation, results, or impacts?

6.2 Annex 2: Baseline documents for review

N	Name	Status	Comment
Documents for projects' evaluation			
1	Project document submitted to the FCPF - R-PP (Phase II)	Delivered	
	Project document submitted to the FCPF - R-PP (Phase III)	Delivered	
2	Technical Cooperation Financing Agreement (TC) ATN/FP - 16683- PE:	Delivered	
	Technical Cooperation Financing Agreement (TC) ATN/FP - 19164-PE	Delivered	
3	Program Start Report (R-PP- Phase II)	Not delivered	
	Program Start Report (R-PP- Phase III)	Delivered	Power Point Presentation
4	Documents related to environmental, social and gender safeguards.	Not applicable	
5	R-PP Program Procurement Plans (Phase II)	Delivered	
	R-PP Program Procurement Plans (Phase III)	Delivered	
6	Program Safeguards Information System	Not applicable	
7	R-PP Program Operational Plans (Phase II)	Delivered	
	Program Operational Plans (R-PP Phase III)	Delivered	
8	Progress reports (quarterly, semi-annual, or annual) including project work plans and corresponding financial reports R-PP (Phase II)	Incomplete	Available from the second half of 2019 until the draft report for the second half of 2022.
	Progress reports (quarterly, semi-annual or annual) including project work plans and corresponding financial reports R-PP (Phase III)	Delivered	

9	Financial reports R-PP (Phase II)	Incomplete	The approved report for the second half of 2022 pending.
	Financial reports R-PP (Phase III)	Delivered	In addition, a financial document called "Consultancy Follow-Up" was used for reference.
10	Risk Matrix and Risk Mitigation Plan R-PP (Phase II)	Incomplete	2020 and 2021 matrices pending.
	Risk Matrix and Risk Mitigation Plan R-PP (Phase III)	Not delivered	
11	R-PP Management Report (Phase II)	Not applicable	Se presentará al final del proyecto To be presented at the end of the project
	R-PP Management Report (Phase III)	Not applicable	To be presented at the end of the project
12	R-PP Results Matrices (Phase II)	Not delivered	
	R-PP Results Matrices (Phase III)	Not delivered	No results framework is available that clearly defines indicators, proposed targets, means of verification, assumptions and risks.
13	All Project Implementation Reports submitted to the R-PP FCPF (Phase II)	Delivered	
	All Project Implementation Reports submitted to the R-PP FCPF (Phase III)	Delivered	
14	Actual expenditures per project deliverable, including management costs, as well as documentation of any significant R-PP (Phase II) budget revisions.	Not delivered	Undergoing consolidation

	Actual expenditures per project deliverable, including management costs, as well as documentation of any significant R-PP (Phase III) budget revisions.	Delivered	
15	Co-financing table with a breakdown of planned and actual totals in cash and in-kind, as well as by source, if available	Not applicable	
16	R-PP Program Audit Reports (Phase II)	Not delivered	
	R-PP Program Audit Reports (Phase III)	Not applicable	Only one final audit report is prepared for cooperation projects. Auditing firm contracting underway. Phase III: Audit at the end of the project
17	Electronic copies of completed and relevant Follow-up Tools requested by FCPF.	Not available or not applicable	
18	Program mission monitoring reports	Not applicable	No missions have been carried out
19	Minutes of the meetings of the Program Board and any other related bodies	Delivered	5 minutes were submitted (2019 - 2020)
			Verify if no meetings were held in 2021 – 2022
20	Program deliverables that provide documentary evidence of achievement of R-PP program results (Phase II)	Delivered	
	Program deliverables that provide documentary evidence of achievement of R-PP program results (Phase III)	Entregado Delivered	Se ha dado acceso al repositorio Access to the repository has been given
21	Site maps where the program operates	Delivered	Available:
			-- GeoBosques Tab
			- Geobosques Viewer tab

22	Other related management documents : adaptive management reports, management memoranda, etc.	Notdelivered	
23	Electronic copies of project products: newsletters, brochures, manuals, technical reports, articles, etc.	Not delivered	
24	Any available information on environmentally relevant monitoring data (species indicators, etc.).	Not delivered	
25	Any relevant socio-economic monitoring data, such as average income/employment levels of stakeholders in the target area, changes in income related to the program's activities.	Not delivered	
26	List of projects and their respective profiles.	Not applicable.	Technical cooperation
27	R-PP Project Progress Reports (Phase II)	Delivered	
	Progress reports of R-PP projects (Phase III)	Delivered	
28	Laws and policies related to the program.	Not delivered	
29	List of stakeholders (name, institution, contact information) for project evaluation interviews.	Delivered	

6.3 Annex 3: List of interviewed stakeholders

Day and Time	Interviewee	Position and Organization
10/January/2023 09:00 – 10:30	Erick Saldaña	R-PP Project Coordinator (Phase II) PNCBMCC - MINAM
	Luis Collantes	Procurement Specialist PNCBMCC - MINAM
	Martha Soto	Financial Specialist PNCBMCC - MINAM
	Stephanie Rujel	Treasury Specialist PNCBMCC - MINAM
10/ January /2023 16:50 – 17:30	Sergio Reyes	Head of the Programs, Projects and Cooperation Sub-Unit PNCBMCC - MINAM
11/ January /2023 08:00 – 09:00	Cecilia Cabello	Head of the Incentive Management Sub-unit PNCBMCC - MINAM
11/ January /2023 09:00 – 10:30	Odile Sánchez	R-PP Project Coordinator (Phase III) Profonanpe
	Rolando Valdizan	Operations Specialist Profonanpe
	Lino Quishpe	Jefe de Operaciones y Presupuesto Profonanpe Head of Operations and Budget Profonanpe
	Israel Elorreaga	Procurement and Contracts Analyst Profonanpe
	Frank Janampa	Linguist Profonanpe
	Karen Funes	Bilingual Assistant Profonanpe
	Rosario Cárcamo	Head of Procurement Profonanpe
	Omar Corilloclla	Director of Monitoring and Evaluation Profonanpe
	Krusell Villafane	Administration and Finance Coordinator Profonanpe
	Johana Vega	Official for Indigenous Peoples Profonanpe
11/ January /2023 10:40 – 11:00	Berioska Quispe	Director of Greenhouse Gas Mitigation MINAM/DGCCD
12/ January /2023 09:15 – 10:25	Jaime Fernández	Senior Climate Change and Sustainability Specialist IDB
12/ January /2023 12:00 – 12:25	Christian Vargas	SMB Independent Consultant

12/ January /2023 15:00 – 15:20	Roberto Arbañil	SMB Consultant Independent
12/ January /2023 16:00 – 17:00	Liliana Hurtado	Consultant Organismo para el Desarrollo Integral Sostenible (ODEINS)
12/ January /2023 17:00 – 17:25	Miguel Passoni	SGI/DGCCD Consultant
16/ January /2023 15:15 – 16:00	Berioska Quispe	Director for Greenhouse Gas Mitigation MINAM/DGCCD
16/ January /2023 16:00 – 16:30	Martin Orellana	Head General Directorate of Multiannual Programming/MEF
16/ January /2023 18:00 – 18:20	Nelly Cabrera	Jr. Carbon Specialist MINAM/DGCCD
17/ January /2023 10:00 – 11:25	Odile Sánchez	R-PP Project Coordinator (Phase III) Profonanpe
	Anton Willems	Executive Director Profonanpe
17/ January /2023 17:00 – 17:30	Marco Enciso	R-PP Project Management Coordinator (Phase II) MINAGRI/SERFOR
18/ January /2023 10:15 – 10:45	Milagros Sandoval	Director for Climate Change and Desertification MINAM/DGCCD
18/ January /2023 16:00 – 16:20	Daniel Castillo	Head Forest Ecosystem Conservation Monitoring (FEMS) Sub-Unit
31/enero/2023 17:30 – 18:00	Santiago Cortéz	GORE Amazonas
21/February/2023 15:00 – 16:00	Rudy Valdivia	Executive Coordinator PNCBMCC - MINAM
	Peter Hinostroza	Technical Unit Advisor PNCBMCC - MINAM