Validated Terminal Review of the UNEP-GEF Project

"Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation" (GEF ID 9872)

2019 – 2024

UNEP Climate Change Division
Validation date: April 2025

This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with the evidence presented in the review report and in line with the performance standards set out for independent evaluations. As such, the project performance ratings presented in the review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Capacity Building for Peru's Transparency System for
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Francisco Arango prepared this terminal review for the Climate Change Division of the United Nations Environment Programme (UNEP).

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The reviewer hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, the formulation of potential follow-up projects, and to the continuous improvement of similar projects in Peru and other countries.

BRIEF BIOGRAPHY OF THE REVIEWER

Francisco Arango is an international climate change and environment consultant with more than twenty years of international professional experience in countries in Africa, Asia, Europe, Latin America and the Caribbean. Francisco has expertise in policy development, project design and evaluation, climate and carbon finance, training and capacity development, greenhouse gas accounting, and climate change vulnerability and risk assessment. Francisco has held staff positions at the Inter-American Development Bank (IDB), the United Nations Development Programme (UNDP), and the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC). As a consultant, he has contributed to the work of multilateral development banks, United Nations agencies and programmes, the Green Climate Fund (GCF) and international NGOs. Francisco holds degrees in Industrial and Mechanical Engineering and an M.Sc. in Environmental and Resource Management. Francisco holds the Project Management Professional (PMP)® credential from the Project Management Institute (PMI).

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal review

Brief Description: This report is a management-led terminal review of a UNEP/GEF project implemented between 2019 and 2024. The project's overall development goal was to develop Peru's institutional and human capacities to meet the reporting requirements of the enhanced transparency framework of the Paris Agreement. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, GEF and the relevant agencies of the project participating countries.

Keywords: climate change; transparency framework; measurement, report and verification (MRV); greenhouse gas (GHG) emissions inventories; climate finance.

Primary data collection period: August – October 2024

Field mission dates: no field missions were undertaken.

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LIST OF ABBREVIATIONS

BUR	Biennial update report
CBIT	Capacity Building Initiative for Transparency
CM-Unit	GEF Climate Change Mitigation Unit under UNEP's Climate Change Division
CONAMUCC	*Comité Nacional de Mujeres y Cambio Climático*
DIRESA	*Dirección Regional de Salud* (Peru)
EA	Expected accomplishment
ETF	Enhanced transparency framework
FDA	*Fundación para el Desarrollo Agrario*
GEF	Global Environment Facility
GERESA	*Gerencia Regional de Salud* (Peru)
GHG	Greenhouse gas
GIP-NDC	*Grupo Impulsor Permanente del Sector Privado y Financiero para la Implementación de las NDCs* (Peru)
GTM	*Grupo de Trabajo Multisectorial* (Peru)
HYPR	Half-yearly progress report
ICA	Internal Cooperation Agreement
INFOCARBONO	National system for the elaboration of GHG inventories (Peru)
IPCC	Intergovernmental Panel on Climate Change
LACO	UNEP Regional Office for Latin America and the Caribbean
M&E	Monitoring and evaluation
MEF	Ministry of Economy and Finance (Peru)
MIDAGRI	Ministry of Agriculture (Peru)
MINAM	Ministry of Environment (Peru)
MINEM	Ministry of Energy and Mines (Peru)
MINSA	Ministry of Health (Peru)
MINVIVIENDA	Ministry of Housing, Construction and Sanitation (Peru)
MRV	Measurement, reporting and verification
MTC	Ministry of Transport and Communications (Peru)
MTS	Medium-Term Strategy (UNEP)
NAP	National adaptation plan
NC	National communication
NDC	Nationally determined contribution
NGO	Non-Governmental Organization
PIR	Project Implementation Review
PMU	Project Management Unit
PPICC	*Plataforma de Pueblos Indígenas para Enfrentar el Cambio Climático* (Peru)
POW	Programme of Work (UNEP)
PRC	Project Review Committee
PRF	Project results framework
ProDoc	Project document
PRODUCE	Ministry of Production (Peru)
PSC	Project Steering Committee
RENAMI	*Registro Nacional de Medidas de Mitigación* (Peru)
SDG	Sustainable Development Goal
SSFA	Small-Scale Funding Agreement
ToC	Theory of change
ToR	Terms of reference
TR	Terminal review
UNALM	*Universidad Nacional Agraria la Molina* (Peru)

UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

PROJECT IDENTIFICATION TABLE

Table 1. Project Identification

GEF Project ID:	9872	UNEP SMA ID[1]:	PENDING
Implementing Agency (UNEP Division/Branch/Unit):	UNEP Climate Change Division, Mitigation Branch, GEF Climate Mitigation Unit	Executing Agency:	UNEP Regional Office for Latin America and the Caribbean (LACO)
Sources of Funding (Co-finance):	Peru	Ministry of the Environment *Universidad Agraria la Molina*	
Relevant SDG(s):	**SDG 3. Good health and well-being** **Target 3.D.** Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks. **SDG 5. Gender equality** **Target 5.C.** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. **SDG 9. Industry, innovation and infrastructure** **Target 9.A.** Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States. **SDG 11. Sustainable cities and communities** **Target 11.A.** Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning. **SDG 13. Climate action** **Target 13.2.** Integrate climate change measures into national policies, strategies and planning.		
MTS (at approval):	2018-2021	UNEP approval date:	9 April 2019
POW Output(s) number/reference	PoW 2018 – 2019 Climate change (a).4. Technical support provided to countries to address Framework Convention on Climate Change commitments, implementation, negotiations and reporting (b).6. Technical support provided to countries to address Framework Convention on Climate Change commitments, monitoring, reporting requirements and mainstreaming results into national development planning	POW Expected Accomplishment(s) number/reference:	PoW 2018 – 2019 Climate change (a) Countries increasingly advance their near-term and long-term national adaptation plans, which integrate ecosystem-based adaptation (b): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies

[1] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.

Sub-programme:	Climate action	Programme Coordination Project:	N.A.
UNEP approval date:	9 April 2019	GEF approval date:	19 March 2019
GEF Focal Area:	Climate change	GEF Focal Area Objective:	Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies
Project type:	Medium-size		
Expected start date:	26 April 2019	Actual start date:	12 March 2020
Planned completion date:	30 April 2022	Actual operational completion date:	28 February 2024
Planned total project budget at approval:	US$ 1,899,000	Actual total expenditures reported as of 25 November 2024:	US$ 1,859,779
GEF grant allocation:	US$ 1,199,000	GEF grant expenditures reported as of 25 November 2024:	US$ 1,159,779
Expected Medium-Size Project co-financing:	Cash: US$ 0 In-kind: US$ 700,000	Secured Medium-Size Project co-financing:	Cash: US$ 0 In-kind: US$ 700,000
No. of formal project revisions:	2	Date of last approved project revision:	14 February 2024
No. of Steering Committee meetings:	4	Date of Last Steering Committee meeting:	9 February 2024
Mid-term Review *(planned date):*	N.A.	Mid-term Review *(actual date)*:	N.A.
Terminal Review *(planned date):*	September 2022	Terminal Review *(actual date)*:	March 2024
Coverage - Country(ies):	Peru	Coverage - Region(s):	Latin America
Dates of previous project phases:	N.A.	Status of future project phases:	Planned

EXECUTIVE SUMMARY

Project background

1. The Paris Agreement under the United Nations Framework Convention on Climate Change established an enhanced transparency framework to provide a clear understanding of the actions taken and progress made by Parties to the Convention to address climate change. The Capacity Building Initiative for Transparency of the Global Environment Facility (GEF) supports countries adopting this framework by strengthening national institutions, developing tools, and providing technical assistance.

2. Peru adopted a national climate change law that sets the principles and objectives for climate action in the country, defining roles, allocating responsibilities, and stipulating the policy instruments and mechanisms to be used by Peru for the design, implementation, monitoring and evaluation of climate actions. These include the systems and procedures to be used by Peru to plan and keep track of the progress in the implementation of the country's climate change adaptation and mitigation actions.

3. The project "Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation" received funding from the GEF under the Capacity Building Initiative for Transparency. The project was implemented from 2020 to 2024 by the Office for Latin America and the Caribbean of the United Nations Environment Programme (UNEP), on behalf of the Ministry of the Environment of Peru. The project was designed to support the development of Peru's institutional and human capacities to meet the reporting requirements of the enhanced transparency framework. The project sought to (i) build capacities for the elaboration of inventories of greenhouse gas emissions, (ii) strengthen the institutional capacities for the implementation and reporting of adaptation actions in the health sector, and (iii) improve national capacities to identify and track public and private investments in climate action. The project budget included a GEF grant for US$ 1,199,000 and in-kind co-financing for US$ 700,000 from the Ministry of the Environment of Peru and *Universidad Nacional Agraria la Molina*.

This review

4. This terminal review assessed the project's outcomes and performance in terms of relevance, effectiveness, efficiency and sustainability of results. Other aspects of the review included quality of design, external context, financial management, monitoring and reporting, and factors affecting performance. The review had two main purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing. Accordingly, the review identified lessons learned relevant to future project development and implementation by UNEP and other development partners. The review was based on a desk review of project documentation and semi-structured remote interviews with key informants, including members of the project team, project partners, and beneficiaries. The target audience for this terminal review includes staff at the Ministry of the Environment of Peru, UNEP regional and country offices, UNEP partner institutions in Peru and other countries, and the GEF.

Key findings

5. **Strategic relevance**. The project was well aligned with UNEP's 2018 – 2021 Medium-Term Strategy under the climate change focus area priorities and contributed to two expected accomplishments of UNEP's 2020 – 2021 Programme of Work related to the adoption of national adaptation plans and low-carbon development strategies. The project was also aligned with the programming directions of the Capacity Building Initiative for Transparency. The project contributed to the implementation of Peru's climate change

law, strengthening the country's systems to plan, monitor and report climate action under the Paris Agreement. Rating: Highly Satisfactory (*see Section V.A. page 42*).

6. **Quality of project design**. The project document provided a sound presentation and justification for the need to build Peru's capacities under the enhanced transparency framework. The existing context, gaps, and barriers were adequately discussed, and the document provided a relevant presentation of the project's alignment and contribution to Peru's climate change policy priorities. Activities, outputs, and outcomes were clearly described and linked together. However, the document did not include a narrative of the project's theory of change. The project results framework was mostly adequate and included indicators and targets that were, in most cases, appropriate to track and evaluate project results. Yet, indicators and targets related to capacity building were defined in a manner that presented challenges for an objective measurement and reporting of results. Rating: Satisfactory (*see Section V.B. page 44*).

7. **Nature of external context**. The effective start of project implementation in early 2020 coincided with the COVID-19 outbreak, requiring the Ministry of Health of Peru to focus on addressing the health emergency. The strict protective measures adopted by Peru limited in-person meetings and travel, impacting project activities. During the implementation of the project, Peru experienced exceptionally high political instability. The political instability affected the normal operations of government entities participating in the project, increasing staff turnover, delaying administrative processes, and raising uncertainty about priorities. The political instability in Peru was sometimes linked to social unrest in some areas of the country. These three factors (pandemic, political instability, and social unrest) were cited as part of the justification for two no-cost extensions granted to the project. Rating: Moderately Unfavourable (*see Section V.C. page 45*).

8. **Effectiveness**. The project delivered relevant results, especially under outcomes 1 and 2, on building Peru's capacities for the elaboration of inventories of greenhouse gas emissions and planning and monitoring climate change adaptation actions. Under outcome 1, the project supported the elaboration of sectoral and subnational inventories and the calculation of methane emissions factors for enteric fermentation of dairy cattle. Under outcome 2, the project built the capacities of the health sector to plan and implement adaptation actions, including the design of a monitoring and evaluation system. However, results under outcome 3 on reporting investments in climate action by the private and public sectors were more modest. The likelihood of impact was assessed against the reconstructed theory of change, and it was deemed likely. Rating: Satisfactory (*see Section V.D. page 46*).

9. **Financial management**. The financial management practices by the project team followed UNEP practices and were adequate, with some opportunities for improvement. Initial shortcomings were overcome following training and backstopping provided by UNEP. Annual disbursements were consistently below the planned budget, especially during the initial years of project implementation. The financial information available to this review was partially incomplete. Co-financing was provided by the Ministry of the Environment and by *Universidad Nacional Agraria la Molina*. The communication and collaboration between the project and financial management staff were adequate. Rating: Satisfactory (*see Section V.E. page 62*).

10. **Efficiency**. The project was approved in April 2019 with an original duration of 36 months and an expected closing date of April 2022. Actual implementation started in March 2020, and disbursements during 2020 and 2021 were only a fraction of the planned budget. A first project revision was approved on 19 July 2021, extending the project implementation period until 28 February 2024 and a second project revision was approved on 14 February 2024. Activities for elaborating emissions factors were

scheduled to start on the second month of project implementation, but administrative matters delayed the start until mid-2022. Rating: Moderately Unsatisfactory (*see Section V.E. page 66*).

11. **Monitoring and reporting**. The project document included a short discussion of monitoring and evaluation. However, a detailed monitoring and evaluation plan was not completed during project inception. Still, the project team used a simplified tool to track the implementation of activities and the delivery of products. A capacity-building plan was also proposed, but it was not delivered, and the project team struggled to track and evaluate results related to capacity building. Given the project's focus on capacity building, this review concluded that lacking a capacity building plan was a significant shortcoming. Project reporting was mostly adequate, albeit sometimes confusing. Additionally, project reports presented the results from collaborations with related initiatives in a confusing manner, often blurring distinctions between results attributable to the project and those to which the project team contributed only their inputs. Rating: Moderately Satisfactory (*see Section V.G. page 66*).

12. **Sustainability**. The socio-political sustainability of project results was deemed highly likely, as Peru's political commitment to meeting the requirements of the Paris Agreements continues to be strong. The Government of Peru has also taken steps to uptake individual project results, including emissions factors for enteric fermentation, a climate change adaptation plan for the health sector, and inputs to the design of a monitoring and evaluation system for adaptation action. The financial sustainability of project results was rated as likely, even though implementing the enhanced transparency framework in Peru continues to rely on international climate finance sources. However, the Government of Peru is prioritising initiatives to strengthen the enhanced transparency framework in discussions with development partners. The institutional sustainability was deemed likely, given that the Government of Peru has made efforts to incorporate responsibilities on climate action implementation and reporting into the role of government officials at the national and subnational levels. However, political instability and staff turnover remain a pervasive risk to the institutional sustainability of the project results. Future efforts to strengthen the enhanced transparency framework in Peru will need to monitor this risk and implement appropriate risk management measures. Rating: Likely (*see Section V.H. page 68*).

13. **Factors affecting performance**. The terminal review assessed the following factors that affected the performance of the project: i. preparation and readiness, ii. quality of project management and supervision, iii. stakeholders' participation and cooperation, iv. responsiveness to Human Rights and gender equality, v. environmental and social safeguards, vi. country ownership and drivenness, and vii. communication and public awareness. All factors were rated satisfactory, except country ownership and drivenness, which were rated highly satisfactory, and preparation and readiness, which were rated moderately satisfactory, the latter due to delays and slow start of project implementation. Rating: Satisfactory (*see Section V.I. page 70*).

Conclusions

14. **Conclusion 1**. The objective of the project was to develop Peru´s institutional and human capacities to meet the requirements of the enhanced transparency framework. The project achieved meaningful results albeit with the following considerations:

    a. The scope of outcome 1, on the development of capacities related to projections of greenhouse gas emissions (Outputs 1.2. – 1.4.), was adjusted to focus instead on the development of sectoral and subnational inventories of greenhouse gas emissions. The project achieved meaningful results in building the capacities of line Ministries and subnational authorities for the elaboration of these inventories. Despite initial

administrative delays, the project implemented the activities to develop methane emissions factors for enteric fermentation of dairy cattle as planned (Output 1.1.). These activities were implemented with active participation from the Ministries of Agriculture and Environment and the results are of high quality. This terminal review concluded that the results under outcome 1 were satisfactory.

b. The project engaged with the health sector of Peru, which was a sector with little experience in climate action. The project delivered all the proposed results under outcome 2, building the capacities of the Ministry of Health and subnational health authorities, supporting the elaboration of the climate action plan of the health sector (including a review of indicators), and designing a monitoring and evaluation system to track the implementation of climate actions in this sector. The review concluded that the project's results under outcome 2 were highly satisfactory.

c. The scope of the activities on climate finance reporting by the private and public sectors was revised during project implementation. During the project implementation period, the number of government entities reporting investments in climate action exceeded the target set in the project document. However, the role of the project in facilitating the reporting by public sector entities was not decisive, and the training proposed in the project document was not delivered. The scope of the proposed engagement with the private sector in climate finance reporting was revised during project implementation, and the results achieved under the revised scope were only modest.

15. **Conclusion 2**. **Key strategic question 1: How did the project contribute to Peru's planning and reporting processes under the United Nations Framework Convention on Climate Change?** The project contributed to Peru's mitigation action planning and reporting processes under the United Nations Framework Convention on Climate Change by improving the technical and institutional capacities for elaborating greenhouse gas emissions inventories by line Ministries and subnational authorities. Accurate and timely prepared inventories are critically important inputs for planning and reporting climate action. The project also contributed to Peru's planning and reporting of adaptation action in the health sector by supporting the Ministry of Health and subnational health authorities in updating the action plan for the implementation of Peru's climate actions in the health sector and by delivering inputs to the design of Peru's monitoring and evaluation system for adaptation actions.

16. **Conclusion 3**. **Key strategic question 2: How replicable are the results of capacity development achieved by the project?** Activities by the project to improve institutional capacities for elaborating greenhouse gas emissions inventories focused on the line Ministries responsible for the sectors that contribute most sources of greenhouse gas emissions in Peru. Capacities for elaborating greenhouse gas emissions inventories in these line Ministries improved with support from the project. However, additional support is still required for these institutions to develop all the internal capacities to prepare and deliver inputs to future inventories. The approach followed by the project for the elaboration of methane emissions factors for enteric fermentation of dairy cattle can be replicated for the calculation of emission factors for other categories of cattle (e.g., beef cattle).

17. Activities to support the design of a monitoring and evaluation system for adaptation action in the health sector were embedded in Peru´s plans for a multi-sector system to track progress in implementing adaptation actions in Peru. The agriculture, fisheries, forestry, and water sectors have also made progress in the design of their respective modules of the system. The approaches followed by the project could be replicated to support similar developments in the two remaining sectors prioritized for adaptation action in Peru: tourism and transportation.

18. In summary, the project's approaches to building capacities can be replicated in other sectors engaged in adaptation and mitigation actions (including the elaboration of greenhouse gas emissions inventories). Additionally, efforts to build capacities related to greenhouse gas emissions inventories must be maintained until the entities responsible for inputs to these inventories develop additional internal capacities that reduce their reliance on external resources.

19. **Conclusion 4**. **Key strategic question 3: How did the project address risks to the permanence of gains in capacity development?** The project contributed to organizational changes that built institutional capacities and improved the sustainability of capacity gains in some of the line Ministries that participated in project activities. However, the project elaborated too few tools to track and maintain gains in institutional capacities by participating entities. For instance, the project did not adopt a capacity-building plan that defined priorities and means of verification for training activities. In addition, most of the capacity-building activities of the project were based on a learning-by-doing approach, and only a few training materials were delivered that could remain available to stakeholders and be used following the project's closure. This terminal review identified an opportunity for improvement by adopting a more structured approach to capacity building that could have included a capacity building plan, and a more balanced mix of learning-by-doing activities and the elaboration of capacity building materials including training materials, guidelines, etc. Such an approach would have complemented the project's results related to capacity building and contributed to the sustainability of capacity gains.

20. **Conclusion 5**. **Key strategic question 4: How well did the project coordinate with other related initiatives, especially initiatives related to the preparation of national communications and biennial update reports?** The project was actively engaged with related initiatives. This collaboration expanded the scope of project results, built ownership over project activities and results, and avoided the duplication of efforts. Yet, the project had limited interactions with the CBIT Global Coordination Platform, participating in a few regional activities, but largely underutilised the platform's features and services, including knowledge dissemination and vacancy announcements. Overall, this terminal review concluded that the project was effective in coordinating with other related initiatives. This review also identified a shortcoming in the project's monitoring and reporting function, which often blurred the distinctions between results directly attributable to the project and those to which the project contributed but was not the main driver.

21. **Conclusion 6.** The development of strong national systems that meet the requirements of the enhanced transparency framework under the Paris Agreement is a priority shared by Parties to the United Nations Framework Convention on Climate Change (including Peru), the GEF and UNEP. Therefore, given the objectives and results of the project related to the development of these systems in Peru, the project was fully aligned with the strategic priorities of the Government of Peru, the GEF and UNEP. Other development partners are also supporting developing countries in updating, implementing, monitoring and reporting climate actions and the project collaborated effectively with these initiatives in Peru. As a result, the project's strategic relevance was highly satisfactory.

22. **Conclusion 7**. Under the approved project scope, the project had limited opportunities to have an incidence on Human Rights, gender equality, or the rights and participation of Indigenous Peoples, youth, and/or marginalized groups. However, the project team seized opportunities to increase the project's results in these areas. For example, the project supported the activities of newly created working groups to engage with women groups and Indigenous Peoples in climate action.

23. **Conclusion 8**. The project team was competent and effectively navigated the challenges of project implementation. The core team was embedded in the climate change division of the Ministry of the Environment and was supported by its staff. Stakeholders interviewed for this terminal review often praised the commitment and skills of members of the project team. Yet, the project team demonstrated some shortcomings regarding formal project management functions, including adaptive project management, financial management, and monitoring and reporting. Some of these shortcomings (e.g., financial management) were addressed with support from training delivered by UNEP.

24. **Conclusion 9**. The project steering committee held four meetings over the implementation period and these meetings were held mostly for information purposes. Given the complex institutional context for the implementation of the project (which included several institutions from the national and subnational governments, private sector entities, academia and civil society) and the changes to the project scope and schedule, the project could have benefited from a more active role of the committee, meeting more often and discussing and approving changes. Alternatively, the project may have benefited from a technical advisory board, tasked with guiding and making decisions at a more operational level, as compared to higher, strategic level of the project steering committee.

25. **The overall performance rating, as assessed by this terminal review, is Satisfactory**. The project scored highly on criteria related to i) alignment to GEF, UNEP and country priorities, ii) effectiveness, (iii) sustainability, and (iv) country ownership and drivenness. The project scored lower on criteria related to i) efficiency, ii) monitoring and reporting, and iii) preparation and readiness.

Lessons Learned

26. Lesson 1: Building country ownership over project activities is a key factor for the success and sustainability of project results.

27. Lesson 2: The Capacity Building Initiative for Transparency can effectively support climate action in emerging sectors.

28. Lesson 3. Engaging effectively with the private sector requires consultations and planning to align the objectives of climate policies and businesses.

29. Lesson 4. Delivering and measuring the results of effective capacity building can be supported by a planning, monitoring and evaluation framework.

30. Lesson 5. Coordination and collaboration with other related initiatives is strongly encouraged. However, the reporting of this collaboration needs to be clear about the attribution of results and the allocation of resources.

31. Lesson 6. GEF agencies can support identifying and addressing improvements to project management functions by the project team.

32. Lesson 7. Engaging with women groups, Indigenous Peoples and other vulnerable groups is a meaningful first step to addressing inequality and exclusion.

33. Lesson 8. The CBIT Global Coordination Platform can improve the delivery and dissemination of project results but requires participating countries and projects to share these results.

Recommendations

34. Recommendation 1: The Ministry of the Environment should explore the possibility of pursuing a follow-up project financed by the Capacity Building Initiative for Transparency.

35. Recommendation 2: The Ministry of the Environment should explore options for securing financing for the implementation of the monitoring and evaluation system for adaptation actions.
36. Recommendation 3: The Ministry of the Environment should explore options for maintaining support for the various climate action coordination mechanisms that were supported by the project and that could be at risk of ceasing activities.
37. Recommendation 4. UNEP should ensure that project teams implementing projects financed by the Capacity Building Initiative for Transparency elaborate and implement monitoring plans as part of standard project management functions.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the project "Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation" set out in the Conclusions and Recommendations section, have been adjusted as a result.

The Evaluation Office notes that this was an internally executed project. The Evaluation Office also notes, with some concern, that the change in scope of Outcome 1 (i.e., from GHG projections to inventories), given its significance, should have been adequately reflected in the project Logframe through a formal project revision during the project implementation. Moreover, Outputs 1.2-1.4 should have also been adequately revised. Both of these changes should have been reflected in the Project Implementation Review reports. The external reviewer explains, in para 147 that he assessed performance against the revised results. However, the Evaluation Office of UNEP approach is clearly to assess against the last formal revision of the project document, in this case this is the results at project design.

The overall project performance is validated at the **'Moderately Satisfactory'** level. Moreover, the Evaluation Office has found the overall quality of the report to be '**Satisfactory**' (see Annex X).

I. INTRODUCTION

38. The project "Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation" (hereinafter referred to as "the Project" or "CBIT Project") received funding from the Global Environment Facility (GEF) under the Capacity Building Initiative for Transparency (CBIT). The Climate Change Division of the United Nations Environment Programme (UNEP) assumed the role of GEF Implementing Agency, while the Project was implemented by UNEP's Office for Latin America and the Caribbean (LACO), on behalf of the Ministry of the Environment of Peru (MINAM) and supported by *Fundación para el Desarrollo Agrario* (FDA), which implemented a group of activities under component 1.

39. The Project was endorsed by GEF's CEO in March 2019 and approved by UNEP the following month. The project duration was planned for 36 months. However, actual implementation only started in March 2020 and was extended until February 2024. The Project budget included a GEF grant for US$ 1,199,000 and in-kind co-financing for US$ 700,000 from MINAM and *Universidad Nacional Agraria la Molina* (UNALM). FDA is a not-for-profit organization with close links to UNALM.

40. The CBIT Project was designed to support the development of Peru's institutional and human capacities to meet the reporting requirements of the enhanced transparency framework (ETF). The ETF was established by the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC) to provide a transparent understanding of the actions taken and progress made by Parties to the UNFCCC towards the implementation of their nationally determined contributions (NDCs). The Project sought to (i) build the national capacities for the elaboration of inventories of greenhouse gas (GHG) emissions, (ii) strengthen the institutional capacities for the implementation and reporting of adaptation actions prioritized in Peru´s NDC, and (iii) improve national capacities to identify and track public and private investments in climate action.

41. The CBIT Project was aligned to the United Nations Development Assistance Framework (UNDAF) with Peru for 2017 and 2021, contributing to direct effects 1 and 2.[2] The Project contributed to the climate change priority area of UNEP´s Medium-Term Strategy (MTS) for 2018 – 2021, producing results in line with two of the three results streams defined in the strategy: climate change adaptation and resilience and climate change mitigation. The Project continued to be in line with the MTS for 2022 – 2025, especially under outcome 3 on adopting the ETF by state and non-state actors. The CBIT Project also contributed to UNEP´s Programme of Work (PoW) for 2022 – 2023 under outcome 1.C. and indicator (iii) on the number of national, subnational, and private-sector actors reporting under the ETF of the Paris Agreement.

42. This terminal review (TR) was conducted to assess the Project's relevance and performance and to determine its outcomes or results, and their sustainability. The Project's performance was therefore evaluated in terms of strategic relevance[3],

[2] Direct effect 1: By 2021, people in situations of vulnerability, poverty and discrimination, improve their access to livelihoods and productive employment and decent work, through sustainable development pathways that strengthen social and natural capital, integrating adequate risk management. Direct effect 2: By 2021, public management is more reliable, effective, transparent, inclusive and equitable, increasing the people's trust in institutions. Source: United Nations. *Marco de Cooperación de las Naciones Unidas para el Desarrollo en el Perú 2017-2021*. 2016. Available under: <https://peru.un.org/es/48770-marco-de-cooperaci%C3%B3n-de-las-naciones-unidas-para-el-desarrollo-en-el-per%C3%BA-2017-2021>

[3] Relevance is defined here as "the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies" Source: OECD. Glossary of Key Terms in Evaluation and Results Based Management. 2010. Available under <https://unsdg.un.org/sites/default/files/OECD-Glossary-of-Key-Terms-in-Evaluation-and-Results-based-Management-Terminology.pdf>.

effectiveness[4] and efficiency[5]. Other aspects of the review included quality of design, external context, financial management, monitoring and reporting, and factors affecting performance (Annex II lists the complete criteria and questions addressed by the review). This TR has two main purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing. Accordingly, the TR identified lessons learned that are considered relevant to future project development and implementation by UNEP and other development partners. The target audience for this TR includes staff at MINAM and UNEP regional and country offices, UNEP's evaluation office, partner institutions in Peru and other countries, and GEF staff. No mid-term review of the CBIT Project was conducted and no other agency has evaluated it.

II. REVIEW METHODS

43. The TR involved an in-depth assessment of the Project's activities and results. The review was based on (i) a desk review of project documentation, and (ii) semi-structured interviews with key informants, stakeholders, and members of the project team.

44. The nine factors assessed by this review were (i) strategic relevance, (ii) quality of project design, (iii) nature of external context, (iv) effectiveness, (v) financial management, (vi) efficiency, (vii) monitoring and reporting, (viii) sustainability, and (ix) factors affecting performance and cross-cutting issues. These factors were rated following UNEP's review criteria matrix and guidance.[6] Most criteria were rated on a six-point scale that includes: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). Sustainability and likelihood of impact -a sub-criterion under effectiveness- are rated from Highly Likely (HL) to Highly Unlikely (HU). The criterion on the nature of external context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The overall performance rating is obtained as a weighted average of the ratings assigned to each criterion. Individual weights are those in UNEP's guidance for TRs.

45. The TR followed a five-step process including: 1. planning and initiation, 2. elaboration of an inception report, 3. data collection and analysis, 4. elaboration of a review report, and 5. seeking and addressing a management response. The Project's Theory of Change (ToC) was reconstructed during the inception phase and was used throughout the review. The ToC is discussed in detail in section IV of this report.

46. The review framework was the main tool to guide the review process (see Annex II). The review framework had been prepared based on the Terms of Reference (ToRs) for the TR, UNEP evaluation policy, UNEP's Evaluation Manual, and the results from the initial desk review completed as part of the preparation of the inception report. The review sought to respond to the following key strategic questions[7]:

    i. How did the CBIT Project contribute to Peru's planning and reporting processes under UNFCCC (e.g., NDCs, national communications (NCs), biennial update reports (BURs))?

[4] Effectiveness is defined here as "the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance." (*ibid.*)
[5] Efficiency is defined here as "s measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results." (*ibid.*)
[6] UNEP. Review Criteria Rating Matrix. Version dated 31 January 2024.
[7] The key strategic questions were revised during the elaboration of the inception report, in consultation with UNEP's Climate Change Division.

ii. How replicable are the results on capacity development achieved by the CBIT Project (e.g., in other sectors)?

iii. How did the Project address risks to the permanence of gains in capacity development?

iv. How well did the Project coordinate with other related initiatives (especially initiatives related to the preparation of NCs and BURs)?

47. The desk review of the project documentation included (i) the project document (ProDoc) and annexes, (ii) revisions to the ProDoc, (iii) project reports including Project Implementation Review (PIR) reports, half-yearly progress reports (HYPR), and final report, (iv) minutes of Project Steering Committee (PSC) meetings, (v) annual financial reports, (vi) budget revisions, (vii) technical reports of project outputs, (viii) publications and outreach materials produced by the CBIT Project, and (ix) press releases by project partners. Documents provided by the project team were complemented with information obtained from Internet searches and documents obtained from stakeholders contacted for this TR. The information obtained from these different sources was triangulated and assessed against the ProDoc (including the project results framework (PRF)), project reports, and the reconstructed ToC. The findings from this TR are supported by the evidence obtained from these documents and sources, and interviews and email communications with project stakeholders.

48. Interviewees were selected from a list of stakeholders provided by the project team. Individual interviewees were selected to provide a wide range of opinions and insights into the project design and implementation. In total, 24 people were interviewed for this TR (9 male, 15 female). Interviewees included members of the project team (including former members), members of the PSC, and beneficiaries (including government officials of participating entities). Interviews were guided by questionnaires tailored to each interviewee. Interviews were held from September to October 2024. Stakeholders interviewed for this TR are listed in Annex III, and a summary of interviewees is provided in the following table:

Table 2: Interviewees

Project team	**People involved (M/F)**	**People contacted (M/F)**	**Respondents (M/F)**	**Response rate**
MINAM	6 (4/2)	6 (4/2)	5 (3/2)	83%
Project management unit	7 (2/5)	6 (2/4)	4 (0/4)	67%
UNEP LACO (Executing agency)	4 (1/3)	4 (1/3)	3 (1/2)	75%
UNEP Climate Change Division (Implementing agency)	5 (2/3)	3 (1/2)	2 (0/2)	67%
Project partners and beneficiaries	Entities involved (M/F)	People contacted (M/F)	Respondents (M/F)	Response rate
Project executing partners	2[8]	3 (3/0)	3 (3/0))	100%
Beneficiaries:	30[9]	17 (5/12)	7 (2/5)	41%

49. The scope of the TR was slightly limited by the unavailability of stakeholders who could not be interviewed for this review, including stakeholders at the Ministry of Economy and

[8] Two partner entities: FDA/UNALM and CBIT Global Coordination Platform.
[9] 33 beneficiary entities: MINSA, MEF, six line Ministries elaborating GHG emissions inventories, 9 subnational health authorities, 12 members of GIP-NDC, and an NGO (FOVIDA)

Finance (MEF) and subnational health authorities. To a certain extent, this limitation can be explained by staff turnover at government agencies.

50. While conducting this TR, efforts were made to represent the views of women and marginalised groups. Data were collected with due regard for ethics and human rights issues. All information was gathered with the consent of interviewees and presented in this report in such a manner that preserves the anonymity of the source. All activities required for this TR, including data collection, were completed in accordance with the UN Standards of Conduct.

III. THE PROJECT

A. Context

51. The Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC) established the ETF in Article 13. The ETF seeks to provide a transparent understanding of the actions taken and progress made by Parties to the UNFCCC towards the implementation of their NDCs. Likewise, the ETF aims to provide clarity regarding the support provided and received by Parties for implementing their NDCs. The modalities, procedures, and guidelines for the ETF were adopted by the Parties to the UNFCCC in 2018.[10] The CBIT was created to support countries adopting the ETF by strengthening national institutions related to transparency, developing tools, and providing technical assistance. CBIT builds on existing national capacities related to elaborating NCs, BURs, and national inventories of GHG emissions. Common actions financed by CBIT include strengthening national institutional arrangements that support the ETF, improving national measurement, reporting and verification (MRV) systems, contributing to the enhancement of NDCs, and facilitating knowledge exchange and collaboration.[11]

52. In April 2018, Peru adopted a national climate change law (Law N° 30754) that sets the principles and objectives for climate action in the country, defines roles, allocates responsibilities, and stipulates the policy instruments and mechanisms to be used by Peru for the design, implementation, monitoring, and evaluation of climate action.[12] The modalities for implementing the national climate change law were adopted the following year through Decree N° 013-2019-MINAM. The Decree details the institutional framework for climate action created by Law N° 30754, elaborates on the responsibilities of national and subnational government entities related to climate action, and describes the main policy planning and monitoring instruments to be used by Peru. Among others, the Decree defines the tools to be used by Peru to plan and keep track of the progress in the implementation of the country's climate change adaptation and mitigation actions, including commitments under Peru's NDCs.[13]

53. According to Decree N° 013-2019-MINAM, the components of the ETF in Peru include a national climate change adaptation and mitigation action monitoring system[14], a national system for the elaboration of inventories of GHG emissions (INFOCARBONO), and a national registry of climate change mitigation actions (RENAMI)[15]. National GHG

[10] UNFCCC. Technical handbook for developing country Parties on preparing for implementation of the enhanced transparency framework under the Paris Agreement. 2023. Available under: <https://unfccc.int/sites/default/files/resource/ETF%20Handbook-Edt2_EN.pdf>.
[11] GEF. The Capacity Building Initiative for Transparency (CBIT). 2022. Available under: <https://www.thegef.org/newsroom/publications/capacity-building-initiative-transparency-cbit>
[12] Government of Peru. *Ley Marco sobre Cambio Climático*. April 2018.
[13] Government of Peru. *Decreto Supremo No. 013-2019-MINAM. Decreto Supremo que aprueba el reglamento de la Ley N°30754.* December 2019.
[14] i.e., *Sistema para el Monitoreo de las Medidas de Adaptación y Mitigación.*
[15] i.e., *Registro Nacional de Medidas de* Mitigación (RENAMI).

inventories are informed by sectoral inventories (RAGEI)[16] that are elaborated by line Ministries. National GHG inventories are publicly available and reported to the UNFCCC in NCs, BURs, and biennial transparency reports (BTRs). Subnational GHG inventories can be prepared by subnational authorities (regions, departments and municipalities), and public and private sector organizations can report GHG emissions at the organization level under Peru´s carbon footprint program (i.e., *Huella Carbono*).

54. The national climate change adaptation and mitigation action monitoring system is expected to include features for monitoring and evaluating climate change adaptation actions. MINAM is currently developing this system. Decree N° 013-2019-MINAM also tasks MINAM, in collaboration with MEF, with the gathering and publication of information related to investments in climate action by public sector entities and to the mobilization of international climate finance for Peru.

B. Objectives and components

55. As stated in the ProDoc, the objective of the CBIT Project was to "develop Peru's institutional and human capacities to meet reporting requirements of the enhanced transparency framework of the Paris Agreement". The ProDoc also defined three distinct outcomes:

1. Institutional and technical capacities for the formulation and use of sectoral, long-term, low-GHG-emissions development strategies are developed.

2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established.

3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened.

56. Under outcome 1, the Project sought to develop emissions factors for enteric fermentation of dairy cattle (output 1.1.), build national capacities to produce projections of GHG emissions (outputs 1.2. and 1.3.) and use these projections as inputs for policymaking (output 1.4.). Outputs under outcome 2 aimed at designing and implementing a monitoring and evaluation (M&E) system for adaptation actions in the health sector of Peru (outputs 2.1. and 2.3), and training health officials to use the M&E system (output 2.2.). Under outcome 3, the CBIT Project focused on actions to build the capacities of the public and private sectors to identify and report climate finance expenditures linked to the implementation of Peru's NDC (outputs 3.1. and 3.2.). Table 3 (overleaf) summarizes the PRF of the CBIT Project, including indicators, targets and means of verification. Note that the scopes of outcomes 1 and 3 were changed during project implementation, but these changes were not recorded in updated versions of the ProDoc (see details in sections IV. and V.D.).

[16] i.e., *Reportes Anuales de Gases de Efecto Invernadero (RAGEI).*

Table 3. Project results framework

Objective/outcomes/outputs	Indicators	Baseline and target	Means of verification (as per the ProDoc)
Project objective: Develop human and institutional capacities of Peru to comply with the information requirements of the reinforced Transparency framework of the Paris Agreement	A. Number of sectoral authorities that have strengthened their capacities to report information of the implementation for NDC.	Baseline: 1 Target: 4 (authorities for the agriculture, economy, environment, and health sectors)	Reports from the General Directorate of Climate Change and Desertification (DGCCD) of MINAM. GHG Inventories, BURs, NCs and NDC reports.
	B. Percentage of persons trained that are women	Baseline: N.A. Target: 50%	List of participants
Outcome 1. Institutional and technical capacities for the formulation and use of sectoral long-term low greenhouse gas emissions development strategies are developed.	C. Number of competent entities from INFOCARBONO that use information on GHG emissions to prioritize measures for the NDC (out of the following ministries: Agriculture, Energy, Transport, Environment).	Baseline: 0 Target: 4	Project monitoring reports. Interview with competent entities at the end of the project. Systematization reports of executed activities
Outcome 2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established.	D. Number of thematic areas with technical capabilities in systematizing information to implement the NDC in the component of adaptation	Baseline: 0 Target: 1	Project monitoring reports. Systematization reports of executed activities.
	E. Percentage of indicators with operational technical sheets elaborated	Baseline: 0 Target: min 80% (20 of 25)	Document with elaborated forms.
Outcome 3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened	F. Number of Sectoral and Regional Authorities with information for reporting on public expenses in adaptation and mitigation	Baseline: 0 Target: 4 sectoral 2 regional	Reports from DGCCD BURs, NCs, NDC reports

Source: UNEP, GEF ProDoc, pp. 56-58.

C. Stakeholders

57. In addition to MINAM, which was the main change agent, the CBIT Project engaged with four key groups of stakeholders: (i) entities contributing to the system that elaborates national GHG inventories in Peru (INFOCARBONO), (ii) national and subnational health authorities (i.e., Ministry of Health (MINSA) and subnational health authorities -*Direcciones Regionales de Salud* (DIRESAs) and *Gerencias Regionales de Salud* (GERESAs)-), and (iii) MEF and public and private sector entities reporting investments in climate action.

58. Entities responsible for GHG inventories. INFOCARBONO is the institutional arrangement adopted by Peru for elaborating and disseminating national inventories of GHG emissions. Entities that participate under INFOCARBONO include MINAM, the Ministry of Agriculture and Irrigation (MIDAGRI), the Ministry of Energy and Mines (MINEM), the Ministry of Transport and Telecommunications (MTC), the Ministry of Production (PRODUCE), the Ministry of Housing, Construction and Sanitation (MINVIVIENDA), the Ministry of Education, Ministry of Culture, and the National Institute of Statistics. MINAM is responsible for coordinating INFOCARBONO and compiling, finalizing, and submitting Peru´s national GHG inventory reports to UNFCCC. INFOCARBONO has set up sectoral working groups to provide inputs to the GHG inventory. Members of the working group on the agriculture sector include MIDAGRI´s general divisions of (i) agriculture, (ii) livestock, and (iii) agricultural statistics; the National Institute of Agrarian Innovation (INIA), UNALM, and the International Center for Research in Agroforestry (ICRAF). Entities contributing to INFOCARBONO participated in implementing activities under outcome 1 of the CBIT Project. As part of these activities, the CBIT Project partnered with FDA, a not-for-profit agricultural research organization linked to UNALM, a leading university in Peru. FDA was responsible for research work on elaborating emission factors for enteric fermentation of dairy cattle (output 1.1.)

59. National and subnational health authorities. MINSA sets and oversees policies for the health sector in Peru, including climate change mitigation and adaptation actions in this sector. DIRESAS and GERESAS are responsible for implementing health sector policies in their respective jurisdictions. The CBIT Project supported MINSA, DIRESAS and GERESAS building their capacities for the identification, prioritization, implementation and monitoring of climate change adaptation actions. This group of stakeholders were the key target of activities under outcome 2 of the Project

60. Ministry of Finance and entities reporting investment in climate action. Outcome 3 of the CBIT Project focused on building the capacities of the public and private sectors to track and report investments in climate action. In the ProDoc, activities to build capacities by the public sector were focused on the role of MEF, and actions to improve the identification of climate investments by the private sector were expected to focus on the role of corporations listed in Peru's stock exchange. During implementation, the focus of activities under this outcome shifted, broadening the scope of public sector entities reporting investments in climate finance to include sectoral authorities and subnational governments. During implementation, activities to promote the reporting of climate investments by the private sector were not focused on corporations listed on the Peru stock exchange. Instead, the CBIT Project supported activities by a coordination mechanism that promotes private sector participation in the implementation of Peru´s NDC (i.e., *Grupo Impulsor Permanente del Sector Privado y Financiero para la Implementación de las NDCs* (GIP-NDC)). This mechanism convenes business associations and private sector initiatives to promote climate action by the private sector that contributes to Peru´s commitments under the NDC.

61. The CBIT Project also reached out to Indigenous Peoples and women, supporting the activities of the groups that represent these stakeholders in climate change policy-making processes in Peru (i.e., *Plataforma de Pueblos Indígenas para Enfrentar el Cambio Climático* (PPICC), and *Comité Nacional de Mujeres y Cambio Climático* (CONAMUCC)).

62. The ProDoc had identified Peru´s climate change multisectoral working group[17] as a key stakeholder. The group was established in 2016 to support the implementation of the NDC. Its members included 13 line Ministries and the country´s planning agency. However, the working group was created with a term limit and completed its activities in December 2018.

63. The following is a stakeholder analysis prepared with the information contained in the ProDoc and project reports, complemented with additional details elicited during interviews with stakeholders. The analysis classifies groups of stakeholders based on each group's level of influence over the project direction and their interest in its activities (see Figure 1). The results of the analysis are shown in Table 4, overleaf.

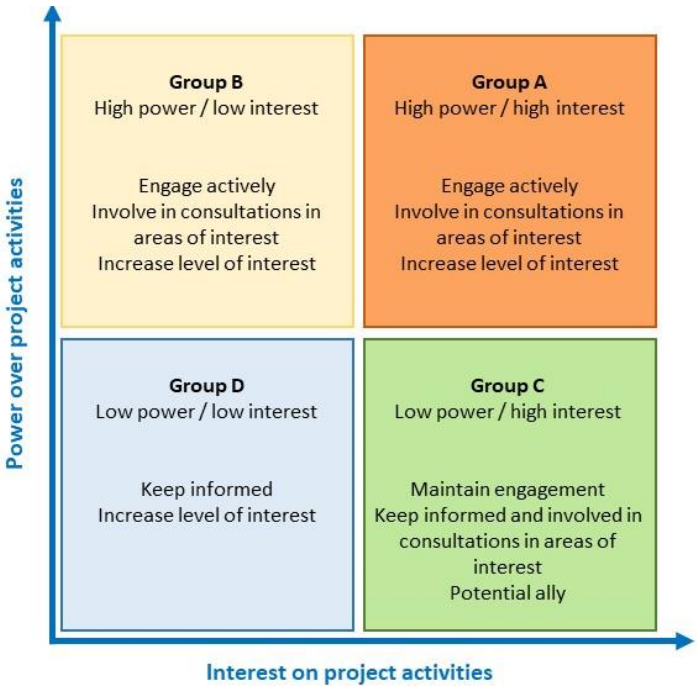


Figure 1. Classification of stakeholders' groups

[17] i.e., *Grupo de Trabajo Multisectorial* (GTM-NDC)

Table 4. Stakeholder analysis

Stakeholders	Power over the grant implementation and results Level of interest in grant activities	Participation in grant design	Potential roles and responsibilities during grant implementation	Expected changes in behaviour due to grant activities
Group A: High power / high interest				
Ministry of the Environment (MINAM)	MINAM requested the CBIT Project and was the main project partner and change agent. MINAM was a member of the Project Steering Committee and hosted the Project Management Unit. MINAM manages INFOCARBONO and is responsible for monitoring and supervising the implementation of Peru's NDC and for the country's reporting to UNFCCC. MINAM provided co-financing to the CBIT Project. MINAM is Peru's GEF Operational Focal Point.	Yes	Led project implementation, convened stakeholders, and provided quality control of project results.	MINAM was expected to build their capacities to lead and coordinate climate action across various sectors and levels of the government.
Ministry of Agriculture (MINAGRI)	MINAGRI contributed to activities under outcome 1 on climate change mitigation. MINAGRI's policies are aligned with the objectives of climate change mitigation in the agriculture sector in Peru.	Yes	Guided project activities related to GHG emissions factors and reporting of climate change mitigation actions in the agriculture sector.	MINAGRI was expected to build their capacities to lead and coordinate climate action in the agriculture sector and to generate and communicate timely and relevant information to Peru's national reports under the UNFCCC.
Ministry of Health (MINSA)	MINSA contributed to activities under outcome 2 on climate change adaptation.	Yes	Guided project activities related to climate change	MINSA was expected to build their capacities to lead and coordinate climate action in the health sector and to generate and communicate timely

Stakeholders	Power over the grant implementation and results Level of interest in grant activities	Participation in grant design	Potential roles and responsibilities during grant implementation	Expected changes in behaviour due to grant activities
	MINSA's policies are aligned with the objectives of climate change adaptation in the health sector in Peru.		adaptation in the health sector.	and relevant information to Peru's national reports under the UNFCCC.
Ministry of Economy and Finance (MEF)	MEF contributed to activities under outcome 3 on climate finance. MEF has responsibilities for budget allocation and reporting.	Yes	Guided project activities related to climate finance.	MEF was expected to build their capacities to allocate, classify and report investments in climate action by the public sector of Peru.
Group B: High power / low interest				
N.A.				
Group C: Low power / high interest				
Entities contributing to INFOCARBONO	Entities contributing to INFOCARBONO have responsibilities related to Peru´s national GHG inventories. Delivering on these responsibilities requires technical capacities and procedures that were developed under outcome 1 of the Project.	No	Participated in capacity-building activities under outcome 1.	Entities participating in INFOCARBONO were expected to build their capacities and procedures to contribute to elaborating Peru´s national GHG inventories.
Universidad Nacional Agraria la Molina (UNALM) / *Fundación para el Desarrollo Agrario* (FDA)	UNALM/FDA implemented activities to deliver output 1.1. on emissions factors for the agriculture sector. The research priorities of UNALM/FDA include climate change mitigation and adaptation in the agriculture sector. UNALM provided co-financing to the CBIT Project.	Yes	Delivered output 1.1.	UNALM/FDA were expected to improve the knowledge and evidence available in Peru related to climate change mitigation in the livestock sector.
National Agricultural Research	INIA is a research institute under MINAGRI. INIA promotes research and technology development and	No	Expected to participate in	INIA was expected to improve its capacities to produce knowledge that is relevant for identifying, planning, implementing, and reporting climate

Stakeholders	Power over the grant implementation and results Level of interest in grant activities	Participation in grant design	Potential roles and responsibilities during grant implementation	Expected changes in behaviour due to grant activities
Institute (*Instituto Nacional de Innovación Agraria* (INIA))	dissemination that is relevant to the Peruvian agricultural sector.		activities under output 1.1.	action in the agriculture sector. Ultimately, the institute did not participate in project activities.
Subnational health authorities (*Direcciones Regionales de Salud* (DIRESAs) and *Gerencias Regionales de Salud* (GERESAs))	DIRESAs and GERESAs are subnational authorities responsible for implementing and monitoring health policies and services in Peru's departments and regions.	No	Participated in activities under outcome 2.	DIRESAs and GERESAs were expected to improve their capacities to identify, plan, implement and report climate change adaptation actions in the health sector.
National Institute of Health (INS)	INS is a research agency of MINSA. The institute assesses health risks and promotes health-related technologies and innovations.	No	INS was expected to participate in activities under outcome 2.	INS was expected to improve its capacities to produce knowledge that is relevant for identifying, planning, implementing, and reporting climate change adaptation actions in the health sector. However, the institute did not participate in project activities.
Grupo Impulsor Permanente del Sector Privado y Financiero para la Implementación de las NDC (GIP-NDC)	This coordination mechanism has a role in promoting the participation of the private sector in the implementation of the NDC of Peru.	No	Participated in activities under outcome 3.	The coordination group was expected to improve the reporting of investments in climate action by private sector companies.
Programa de Inversión Responsable (PIR)	This programme is an initiative to promote environmental, social and governance (ESG) standards among	No	Expected to participate in capacity-building	Entities that are members of PIR were expected to build their capacities to allocate, classify and report investments in climate action by the private

Stakeholders	Power over the grant implementation and results Level of interest in grant activities	Participation in grant design	Potential roles and responsibilities during grant implementation	Expected changes in behaviour due to grant activities
	Peru´s financial institutions (incl. insurance companies).		activities under outcome 3.	financial sector of Peru. Members of PIR did not participate in project activities.
CBIT Global Coordination Platform	The CBIT Global Coordination Platform facilitates knowledge exchange among countries implementing projects financed by CBIT. The platform is managed by UNEP, the UNEP DTU Partnership, and the United Nations Development Programme (UNDP).	No	Supported project activities and was expected to disseminate results.	The CBIT Global Coordination Platform was expected to support project activities and the dissemination of results. While the platform participated in some activities relevant to the CBIT Project, results from the CBIT Project were not disseminated on the platform.
*Plataforma de Pueblos Indígenas para enfrentar el Cambio Climático (*PPICC)	PPICC represents Indigenous Peoples in climate change policy-making processes in Peru.	No	The group operated with support from the CBIT Project.	The group was expected to provide the perspectives and present the priorities and interests of Indigenous Peoples related to climate change issues in Peru.
Comité Nacional de Mujeres y Cambio Climático (CONAMUCC)	CONMUCC represents women in climate change policy-making processes in Peru.	No	The group operated with support from the CBIT Project.	The group was expected to provide the perspectives and present the priorities and interests of women related to climate change issues in Peru.
Group D: Low power / low interest				
Ministry of Women and Vulnerable Populations	The Ministry of Women and Vulnerable Populations has a role in the implementation of Peru´s Gender and Climate Change National Plan (PNGCC).	No	Contributed to gender mainstreaming across project activities.	The Ministry was expected to increase its engagement in climate change action in Peru by supporting the mainstreaming of gender considerations in the country´s climate change mitigation and adaptation priorities.
*Fomento de la Vida (*FOVIDA)	FOVIDA is a Peruvian NGO that promotes sustainable development.	No	Contributed to training activities	FOVIDA was expected to improve their capacities to promote climate action and gender equality in Peru.

Stakeholders	Power over the grant implementation and results Level of interest in grant activities	Participation in grant design	Potential roles and responsibilities during grant implementation	Expected changes in behaviour due to grant activities
			targeting women groups.	

D. Project implementation structure and partners

64. The implementation arrangements of the CBIT Project were straightforward. The GEF Climate Mitigation Unit (CM-Unit) under UNEP's Climate Change Division acted as the GEF Implementing Agency, and UNEP's LACO was the project's executing agency. The roles of LACO and the CM-Unit were defined in an Internal Cooperation Agreement (ICA) signed by both areas of UNEP in April 2019. This agreement guided the implementation of the Project and responded adequately to a comment raised by the GEF Secretariat during the project review. The comment had requested the adoption of implementation arrangements that clearly defined lines of responsibility, reporting and accountability within UNEP, as it assumed both implementing and executing responsibilities.[18]

65. A Project Management Unit (PMU) was set up and hosted in MINAM's premises in Lima. The PMU was headed by a full-time project manager who was retained during the entire project implementation period. The PMU was supported by a programme manager and a project assistant from LACO, working from UNEP's regional office in Panama City. The PMU was supported by staff from MINAM and products were reviewed and approved by staff from MINAM. Three areas of MINAM participated in the implementation of the CBIT Project: (i) General Directorate for Climate Change and Desertification, (ii) Direction of GHG mitigation, and (iii) Directorate for Climate Change Adaptation and Desertification.

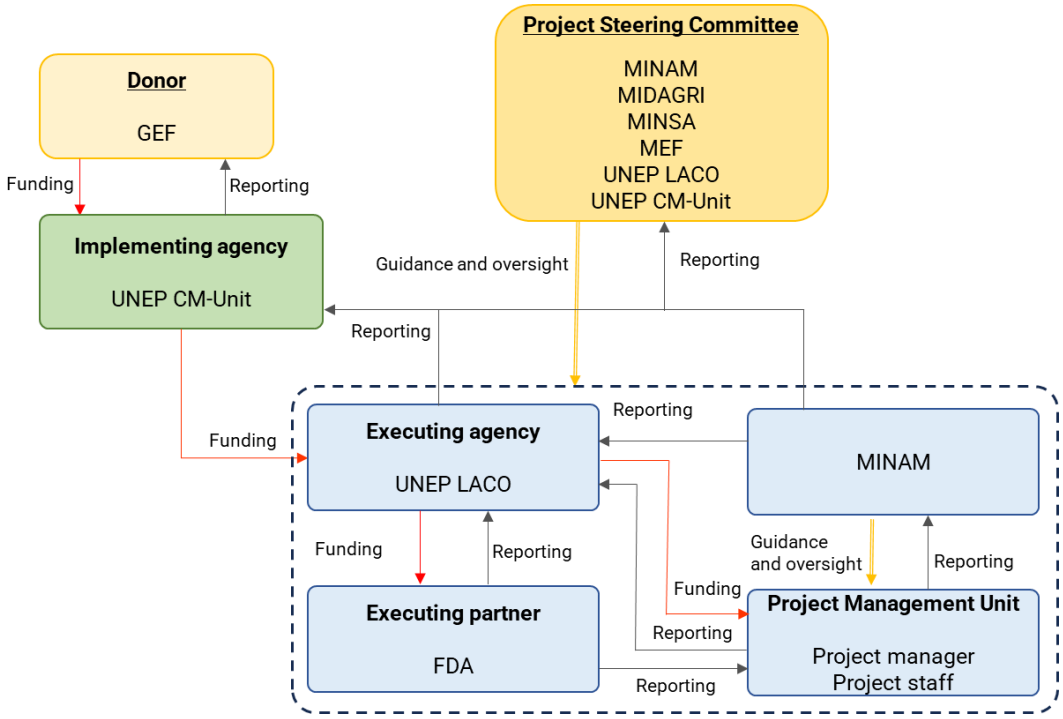
66. A Project Steering Committee (PSC) was established to plan and oversee project activities. The PSC adopted rules and modalities (*Reglamento de Funciones del Comité Directivo de CBIT*) that stipulated the membership of the committee, their responsibilities, and basic procedures for meetings. The PSC had representatives from MINAM, MEF, MIDAGRI, MINSA, LACO and the CM-Unit. The PSC met once a year from 2020 to 2024 (except in 2021, when no meetings of the PSC were held). In total, the PSC met four times on 12 March 2020, 1 April 2022, 14 April 2023, and 9 February 2024 (see section I. for additional detail on the functioning of the PSC).

67. In May 2022, LACO entered into a Small-Scale Funding Agreement (SSFA) with FDA to execute activities under output 1.1, which involves developing emissions factors for the enteric fermentation of dairy cattle.

68. **Figure 2** illustrates the implementation structure adopted by the CBIT Project.

[18] UNEP, GEF ProDoc, Annex B. pp. 59-60.

Figure 2. Organigram of the CBIT Project



E. Changes in design during implementation

69. The CBIT Project was formally revised two times, in July 2021 and February 2024. The first revision extended the implementation period until February 2024 and made changes to the budget mainly to recategorize a group of expenditures under a proposed SSFA with UNEP's Copenhagen Climate Centre (formerly UNEP DTU Partnership).[19] The revision in 2024 made changes to the budget, for example increasing the budget allocated to the project manager to reflect the extended implementation period and reallocating resources earmarked for activities under the proposed SSFA with UNEP's Copenhagen Climate Centre, which could not be finalized.

70. Notably, the revisions to the Project did not reflect the changes that were made to the scope of activities under outcomes 1 and 3. These changes included refocusing activities under outputs 1.2. – 1.4. on the elaboration of GHG inventories, and comparatively smaller deviations to the approach to climate finance reporting by the private sector as proposed in the approved ProDoc under output 3.1. For a discussion of these changes, please refer to section V.D. of this report.

F. Project financing

71. The CBIT Project received a GEF grant for US$ 1,199,000. In the ProDoc, co-financing commitments were listed as US$ 650,000 to be provided by MINAM, and a further US$ 50,000 by UNALM. The sources of co-financing to be provided by MINAM had been

[19] The information on the extension approved in 2021 that was available to the TR was unclear on whether the updated completion date was 28 February 2023 *or* 2024. The project team at UNEP CM-Unit confirmed that the approved extension covered the period until 28 February 2024. Source: email communication with UNEP CM-Unit project team.

identified as two technical cooperation projects financed by the World Bank/UNDP[20] and by UNEP's Copenhagen Climate Centre[21]. Given that these two projects finalized before the CBIT Project started, MINAM identified as an alternative source of co-financing a cooperation agreement with the Government of Italy focused on climate change vulnerability, risk assessment and adaptation. MINAM also contributed in-kind resources as part of their co-financing commitments.[22]

72. Contribution of co-financing resources was reported annually. By the end of the project, MINAM had reported in-kind contributions worth US$ 650,000. The in-kind contribution provided by UNALM was reported as US$ 50,000. Co-financing by UNALM was used to offset costs related to the laboratory work required for the development of emissions factor under output 1.1. of the Project. The financial information is contradictory when referring to a potential in-kind co-financing contribution from MINSA (US$ 20,000). The final, consolidated financial information provided by the CM-Unit does not refer to that contribution, and therefore, it is excluded from this overview. In total, by the end of the project, co-financing contributions were reported as US$ 700,000, matching the amount pledged at CEO endorsement.

Table 5. Expenditure by project outcome

Outcome	Estimated cost at design [US$]	Actual cost/ expenditure [US$]	Expenditure ratio (actual/planned)
Outcome 1	460,000	US$ 481,845	1.05
Outcome 2	440,000	US$ 415,400	0.94
Outcome 3	190,000	US$ 153,534	0.81
Monitoring and evaluation	0	Pending disbursement	N.A.
Project management	109,000.00	US$ 109,000	1.00
Total	**1,199,000.00**	US$ 1,159.779	**0.97**

Table 6. Project cofinancing

Source	Type	Planned [US$]	Actual [US$]
MINAM	In-kind	650,000	650,000
UNALM	In-kind	50,000	50,000
Total		**700,000**	**700,000**

IV. THEORY OF CHANGE AT REVIEW

73. The ProDoc did not include a dedicated section to discuss the project's ToC, but a ToC diagram was included as part of the documents submitted for approval. Also, section A.1. of the document provides the context, rationale, and strategy of the CBIT Project. Annex A of the ProDoc presents a complete PRF, and section A.5 complements this discussion with a risk analysis. Based on this information, the Project's ToC was reconstructed and is presented in this section and graphically in Figure 3 (page 41 of this

[20] Project on "System for the accreditation of mitigation actions with potential in the carbon market".
[21] Project on "Initiative for Climate Action Transparency".
[22] "Memorandum of Understanding of Cooperation in the field of Vulnerability, Risk Assessment, Adaptation and Mitigation to Climate Change between the Italian Ministry of the Environment, Land and Sea (IMELS) and MINAM".

report). The reconstructed ToC was the basis for reviewing the CBIT Project, especially when assessing the effectiveness and sustainability criteria.

74. The ProDoc states that the project's objective is to "develop Peru's institutional and human capacities to meet reporting requirements of the enhanced transparency framework of the Paris Agreement"[23]. This objective statement is valid and represents the project's purpose well. Still, for review purposes, the reconstructed ToC requires the definition of long-term impacts and intermediate states along the causal pathway to deliver these impacts. Note that the long-term impacts and intermediate states are not expected to be achieved during project implementation. Instead, the assessment of impact will determine the likelihood of the impact materialising following the project results, provided that certain assumptions and drivers are met. During the reconstruction of the ToC, some output statements were revised to improve clarity and evaluability. **Table 7** shows the original and reformulated statements and provides a justification for the latter.

Table 7. Reconstruction of the theory of change, project outcomes and outputs

Formulation in original project document	Reformulated statement	Justification for reformulation
Objective		
Develop Peru's institutional and human capacities to meet reporting requirements of the enhanced transparency framework of the Paris Agreement.	No changes.	N.A.
Long-term impact[24]		
Peru meets its NDC.	Peru has the institutional and technical capacities to plan for, implement, monitor, and report climate change adaptation and mitigation actions.	The long-term impact, as defined in the original ToC diagram, requires several assumptions related to the degree of success in financing and implementing Peru's NDC. The reformulated long-term impact of the Project reflects a scenario in which Peru has the technical capacities to plan, monitor and report the implementation of the NDC. Those capacities are needed regardless of the level of success in implementing the

[23] ProDoc, Annex A. p. 56. A slightly different but entirely equivalent definition of the project's objective is provided on this same page: "Develop human and institutional capacities of Peru to comply with the information requirements of the reinforced Transparency framework of the Paris Agreement." The definition in the main text is preferred because it contains a more accurate name of the enhanced transparency framework under the Paris Agreement.

[24] Impacts are long-lasting, direct or indirect intended results from the implementation of a project. Impacts are positive changes that should be related to UNEP's mandate. Source: Glossary of results definitions relevant for harmonized results-based approach in UNEP. Version 6. 2021.

		measures included in Peru's NDC.
Intermediate states[25]		
Policies and strategies integrate GHG emissions projections. Adaptation in climate actions and in NDCs are properly tracked. Financial support is adequately allocated to meet Paris Agreement.	Sectoral and subnational governments in targeted sectors and the private sector participate in climate action planning, implementation, monitoring, and reporting.	The intermediate state was reformulated to reflect that the scope of the CBIT Project was circumscribed to specific sectors where changes are expected to be observed first. The first and second statements in the original formulation of the intermediate states are ambiguous and, therefore, hard to assess. The third statement about financial support being "adequately allocated" is most likely an assumption, rather than an intermediate state that the CBIT Project can be assessed against.
Outcomes[26]		
1. Institutional and technical capacities for the formulation and use of sectoral long-term low greenhouse gas emissions development strategies are developed.	1. Institutional and technical capacities for the elaboration of GHG emissions inventories are developed.	The scope of the activities under outcome 1 changed during project implementation. The revised outcome's focus was the development of GHG emissions inventories, no longer the development of projections of GHG emissions.
2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established.	No changes.	N.A.
3.Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened.	No changes.	N.A.
Outputs[27]		
Outcome 1.		

[25] Intermediate states are changes that are required for the achievement of the long-term impact of the project. (*ibid.*).
[26] Outcomes are "the use (i.e., uptake, adoption, application) of an output by intended beneficiaries, observed as a change in institutions or behaviours, attitudes or conditions". (*ibid.*)
[27] Outputs are defined as "the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions". (*ibid.*)

1.1. Emission factors are developed for at least the agriculture sector.	No changes.	N.A.
1.2. Capacities on GHG emission projections of GHG inventory teams working with Peru's INFOCARBONO are enhanced.	1.2. Capacities for the elaboration of GHG emissions inventories are enhanced.	The scope of the activities under outputs 1.2. – 1.4. changed during project implementation. The focus of activities under the revised outputs was the development of GHG emissions inventories and no longer was it the development of projections of GHG emissions.
1.3. General guidelines and tools to ensure consistency and comparability of GHG emissions projections among sectors are developed.	1.3. Guidelines on GHG emissions inventories are developed.	
1.4. Public servants are trained to integrate long-term strategies and GHG emissions projections into policy and decision-making.	1.4. Public servants are trained to elaborate GHG emissions inventories.	
Outcome 2.		
2.1. An analysis of current monitoring and evaluation practices and gaps in the health sector is developed with a view to contribute to national level monitoring of adaptation action.	2.1. Analysis of monitoring and reporting practices (incl. gaps) of climate adaptation action in the health sector developed.	Minor changes to improve clarity. Note: Output 2.1. could have been listed alternatively as an activity under output 2.3. For simplicity and clarity, output 2.1. is maintained as a separate output.
2.2. Technical capacities on monitoring and evaluation of adaptation actions/measures are strengthened in the health sector in collaboration with Peruvian research institutions.	2.2. Technical capacities for monitoring and reporting climate adaptation action in the health sector (incl. research institutions) are strengthened.	Minor changes to improve clarity.
2.3. The M&E system of adaptation actions in the health sector is designed.	No changes.	N.A.
Outcome 3.		
3.1. Public and private expenditures associated to the implementation of NDCs in Peru are identified and monitored.	No changes.	N.A.
3.2. Public servants are trained to identify financial needs and report expenditures related to NDCs based on output 3.1.	No changes.	N.A.

75. **Long-term impact.** Under the Paris Agreement, the ETF facilitates Parties planning, monitoring, and reporting climate action. Therefore, the expected long-term impact of improving ETF-related capacities in Peru was to contribute to the country's capacities to identify, implement, monitor, and report priority climate change adaptation and mitigation actions. Hence, the long-term impact is stated as:

Long-term impact. Peru has the institutional and technical capacities to effectively plan for, implement, monitor, and report climate change adaptation and mitigation actions.

76. **Intermediate state.** The decentralization of responsibilities on climate action planning and reporting by engaging with and building the capacities of sectoral and subnational authorities was an essential part of the strategy of the CBIT Project. The intermediate state represents the adoption by national, subnational, and sectoral authorities in the targeted sectors of the roles needed for climate action planning, monitoring, and reporting. The intermediate state reflects the process of building the authorities' capacities in sectors other than national environmental authorities, where most of the responsibility for climate action planning and reporting has resided. Lastly, the intermediate state addresses the Project's intention to engage with the private sector to promote reporting of investments in climate actions. The transition from the intermediate state to the long-term impact is characterized by replicating tools and capacities in sectors other than those directly addressed by the CBIT Project (i.e., agriculture and health).

Intermediate state. Sectoral and subnational governments in targeted sectors and the private sector participate in climate action planning, implementation, monitoring, and reporting.

77. **Outcomes.** The ProDoc listed three outcomes that reflect the Project's strategy to build capacities related to (i) climate change mitigation, (ii) climate change adaptation, and (iii) climate finance. Table 8 list the project outcomes, as revised during the reconstruction of the ToC:

Table 8. Project outcomes

Outcome 1. Institutional and technical capacities for the elaboration of GHG emissions inventories are developed.
Outcome 2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established.
Outcome 3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened.

78. **Outputs**. A total of nine outputs were listed in the ProDoc and some of these outputs could have been listed as activities to simplify the PRF (i.e., outputs 1.3., 1.4., and 2.1.). However, to facilitate the understanding of the findings of the review and the cross-referencing of information, the structure of outputs in the ProDoc was maintained in the reconstructed ToC (note that the wording of some outputs has been slightly adjusted for clarity (see **Table 7** on page 34 of this report)). Table 9 lists the project outputs, as revised:

Table 9. Project outputs

Outcome 1.
Output 1.1. Emission factors are developed for at least the agriculture sector.
Output 1.2. Capacities for the elaboration of GHG emissions inventories are enhanced.
Output 1.3. Guidelines on GHG emissions inventories are developed.
Output 1.4. Public servants are trained to elaborate GHG emissions inventories.
Outcome 2.
Output 2.1. Analysis of monitoring and reporting practices (incl. gaps) of climate adaptation action in the health sector developed.
Output 2.2. Technical capacities for monitoring and reporting climate adaptation action in the health sector (incl. research institutions) are strengthened.
Output 2.3. The M&E system of adaptation actions in the health sector is designed.
Outcome 3.
Output 3.1. Public and private expenditures associated to the implementation of NDCs in Peru are identified and monitored.
Output 3.2. Public servants are trained to identify financial needs and report expenditures related to NDCs based on output 3.1.

79. **Assumptions and drivers.** The ProDoc does not identify assumptions and drivers. Drivers and assumptions are relevant to assess how the CBIT Project linked the delivery of outputs to outcomes. Also, drivers and assumptions are necessary to assess the likelihood of having the proposed impact on Peru's capacities to plan, monitor and report climate action. The ProDoc did not explicitly list drivers and assumptions and so they are proposed here, as part of the reconstruction of the ToC.

Table 10. Assumptions and drivers

Assumptions[28]
A1. Stakeholders are interested in participating in project activities and allocate the necessary time.
A2. Staff turnover does not erode institutional capacities gained with support from the Project.
A3. Partnerships (i.e., collaboration modalities) to strengthen climate action planning, monitoring, and reporting are formalized.
Drivers[29]
D1. Roles and responsibilities of sectoral and subnational authorities related to climate action planning and reporting are clearly defined and communicated.
D2. Information needed to use the GHG emissions factors developed with support from the Project is available to stakeholders.
D3. Resources for the implementation of the M&E system for climate change adaptation actions in the health sector can be identified and mobilized.
D4. Capacities, tools, and approaches developed with support from the Project can be replicated in other sectors and institutions.

[28] "An assumption is a significant external factor or condition that needs to be present for the realization of the intended results but is beyond the influence of the project and its partners. Assumptions are often positively formulated risks." Source: UNEP Glossary of Results Definitions. Version 6. April 2021.

[29] "A driver is a significant external factor that, if present, is expected to contribute to the realization of the intended results of a project. Drivers can be influenced by the project and its partners." *Ibid*.

D5. Female participants are interested in participating in training activities and allocate the necessary time to complete trainings that take into consideration their specific needs and interests.

80. The CBIT Project relied on one causal pathway that linked outputs to outcomes, and outcomes to an intermediate state and the project's ultimate impact. This pathway required that national, sectoral, and regional authorities build the capacities and access the knowledge and tools necessary to identify, plan, implement, monitor and report priority climate change mitigation and adaptation actions in Peru. In addition, the causal pathway required public and private sector entities to adopt practices to report investments in climate action.

81. The delivery of targeted training and the development of guidelines and tools were expected to build the required capacities in selected sectors and stakeholders. The project outputs focused these actions on three main areas:

    a. Outcome 1. Climate change mitigation, focusing on the agriculture sector, but including other sectors that contribute information to national GHG inventories (i.e., entities participating in INFOCARBONO).

    b. Outcome 2. Climate change adaptation, focusing on the health sector and emphasizing the role of subnational health authorities.

    c. Outcome 3. Climate finance tracking, focusing on the role of MEF and the private sector.

82. An assumption underlying the delivery of outputs under all three outcomes was related to the willingness of stakeholders to participate in training activities (assumption 1 (A1)). The delivery of training, tools and guidelines leads to strengthened capacities for planning and reporting of climate change mitigation actions (outcome 1), adaptation actions (outcome 2), and investments in climate action (outcome 3). The delivery of these outcomes assumed that staff turnover in participating entities does not impede building and maintaining institutional capacities (A2). The delivery of these outcomes also required that the roles and responsibilities of sectoral and subnational authorities related to climate planning and reporting be clearly defined and communicated (driver 1 (D1)). Outcome 1 also required that the information needed to use the GHG emissions factors developed by the Project be made available to stakeholders planning, implementing, and reporting climate actions in the agriculture sector (D2).

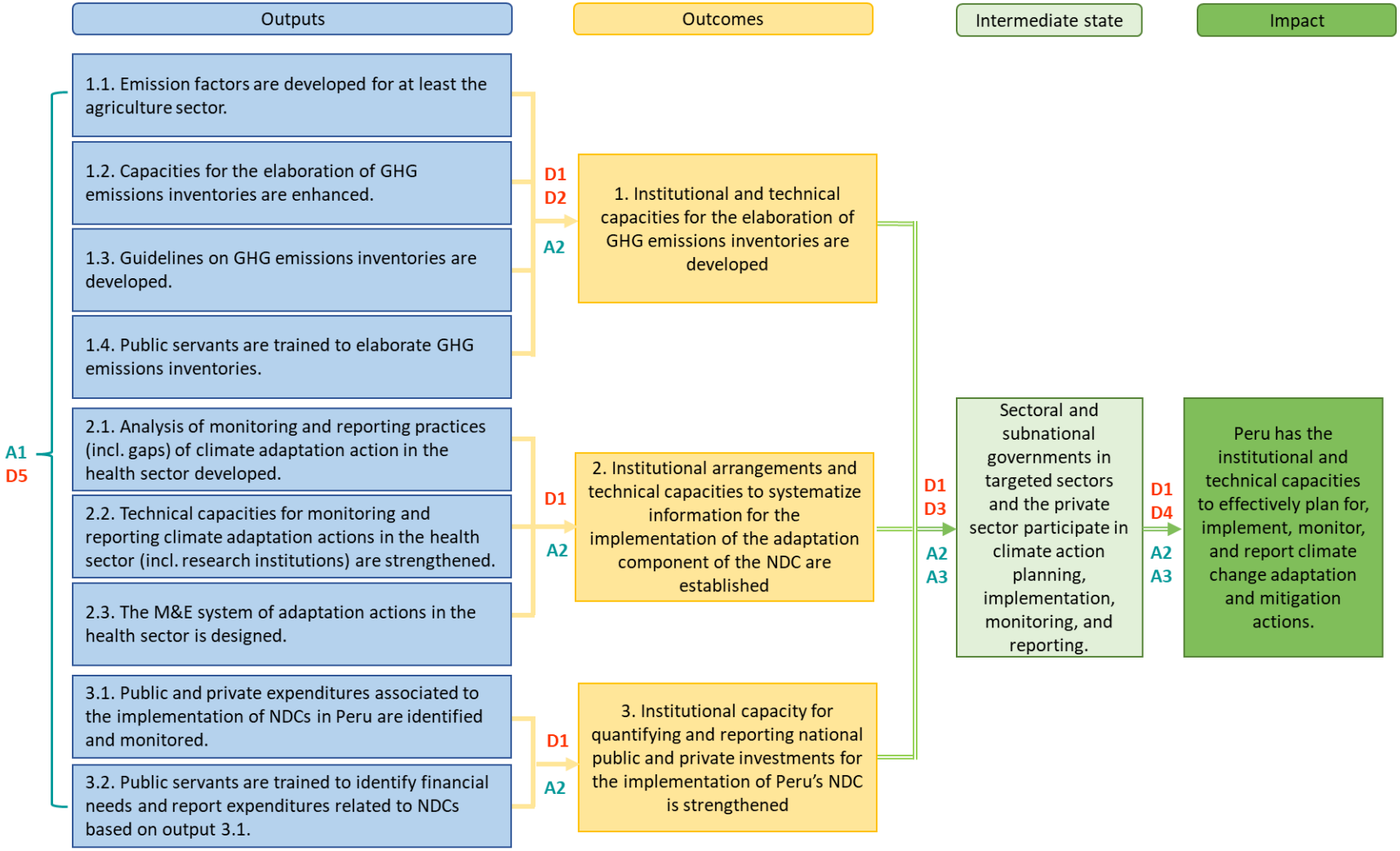
83. The intermediate state sought by the CBIT Project was characterized by sectoral and subnational governments in targeted sectors and the private sector participating in climate action planning, implementing, monitoring, and reporting. Two drivers were required to be in place for this state to be reached: the roles and responsibilities of sectoral and subnational authorities had to be clear and understood by relevant entities (D1), and the resources for the implementation of the M&E system for climate change adaptation in the health sector can be identified and mobilized (D3). Reaching the intermediate state also required that staff turnover did not erode the capacities already gained (A2) and that necessary partnerships and collaboration modalities to plan and report climate action and investments be established (A3).

84. The impact pursued by the CBIT project reflects a state where Peru has the institutional and technical capacities to effectively plan for, implement, monitor, and report climate change adaptation and mitigation actions. This state requires sectors other than those

targeted by the CBIT Project to engage in climate action planning, monitoring, and reporting. Delivering this impact requires driver D1 and the replication of the tools and approaches developed with support from the Project in other sectors and institutions (D4). The delivery of this impact also requires that assumptions A2 and A3 are satisfied.

85. The CBIT Project had an explicit objective to achieve gender parity in the participation of stakeholders in the various project training activities (measured by indicator B. in the PRF). To meet the target of indicator B, it was necessary to actively target female participants and to ensure that the design of trainings took into consideration their specific needs and interests. These considerations are reflected by driver 5 (D5).

Figure 3. Theory of change and inception



V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy[30] (MTS), Programme of Work (POW) and Strategic Priorities

86. The CBIT project was aligned to UNEP's MTS 2018 – 2021, contributing to the strategy's climate change focus area priorities related to the implementation of national adaptation plans (NAPs), and low-carbon development strategies.[31] The Project contributed to two expected accomplishments (EA) of the POW 2020 – 2021: EA (a) on countries advancing NAPs[32], and EA (b) on countries adopting low-carbon development strategies[33].

87. Following the adoption of UNEP's MTS for 2022 – 2025, the CBIT Project continued to be well aligned to the UNEP's priorities, contributing to outcomes 1 and 3 of the strategy, and outcomes 1.A. and 1.C. of the POW 2022 – 2023 related to the adoption of low-carbon, climate-resilient pathways (outcome 1 of the MTS and 1.A. of the POW) and to the implementation of the ETF by state and non-state actors (outcomes 3 and 1.C.).[34,35]

88. The CBIT Project was also adequately aligned to the United Nations Development Assistance Framework (UNDAF) with Peru for 2017 - 2021, contributing to direct effects 1 and 2.[36]

89. **Rating for Alignment to UNEP MTS, POW and Strategic Priorities: <u>Highly Satisfactory</u>.**

Alignment to Donor/GEF/Partners Strategic Priorities

90. The Project was approved under GEF's Capacity-Building Initiative for Transparency (CBIT), a dedicated funding window to support the implementation of the ETF by beneficiary countries. The Project's objectives, outputs and activities were well aligned with GEF's programming directions for CBIT, the ProDoc made explicit references to this alignment and the implementation of the Project was in line with the objectives and expected results laid down in both the ProDoc and the programming directions.[37]

91. **Rating for Alignment to Donor/GEF/Partners Strategic Priorities: <u>Highly Satisfactory</u>.**

Relevance to Global, Regional, Sub-regional and National Priorities

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[30] UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents.

[31] UNEP. For people and planet: the United Nations Environment Programme strategy for 2022–2025 to tackle climate change, loss of nature and pollution 2022 – 2025. Available under <https://www.unep.org/resources/people-and-planet-unep-strategy-2022-2025>

[32] The Project contributed to indicator (a).(i) of the POW on the number of countries supported by UNEP with institutional arrangements in place to coordinate national adaptation plans.

[33] The Project contributed to indicator (b).(i) of the POW on the number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies.

[34] UNEP. MTS 2022 – 2025. pp.22 – 25. Available under <https://www.unep.org/resources/people-and-planet-unep-strategy-2022-2025>

[35] The Project contributed to the POW indicators (i) on the number of actors adopting climate change strategies and policies with UNEP support, and (iii) on the number actors reporting under the ETF. UNEP. POW 2022 – 2023. pp. 16 – 18/

[36] Direct effect 1: By 2021, people in situations of vulnerability, poverty and discrimination, improve their access to livelihoods and productive employment and decent work, through sustainable development pathways that strengthen social and natural capital, integrating adequate risk management. Direct effect 2: By 2021, public management is more reliable, effective, transparent, inclusive and equitable, increasing the people's trust in institutions. Source: United Nations. *Marco de Cooperación de las Naciones Unidas para el Desarrollo en el Perú 2017-2021*. 2016. Available under: <https://peru.un.org/es/48770-marco-de-cooperaci%C3%B3n-de-las-naciones-unidas-para-el-desarrollo-en-el-per%C3%BA-2017-2021>

[37] GEF. Programming Directions for the Capacity-Building Initiative for Transparency. 2016.

92. The implementation of the ETF under the Paris Agreement is a global effort to support countries planning, monitoring, and communicating their actions towards the objective of limiting the increase of global temperatures below 2°C above pre-industrial levels while increasing the transparency of these efforts. The CBIT Project contributed to Peru's actions to implement the ETF.

93. Peru's climate change law (Law 30754, *Ley Marco sobre Cambio Climático*), adopted in 2018, defines the objectives and principles of climate action in the country. The rulebook of Law 30754, Decree 013-2019-MINAM, creates a national climate action monitoring system (*Sistema para el Monitoreo de las Medidas de Adaptación y Mitigación*) to track Peru´s progress towards achieving the targets set in the NDC.[38] This monitoring system is the backbone of the ETF in Peru, and the CBIT Project contributed to its development. The rulebook also defines the role of INFOCARBONO in facilitating the elaboration of national GHG inventories. It underscores the need for sectoral authorities to provide timely and accurate information through INFOCARBONO.[39] The Project contributed to strengthening the capacities of sectoral authorities to generate and communicate information needed to develop national GHG inventories.

94. In line with the provisions in Law 30754 and its rulebook, Peru´s NDC (2020) discusses the country´s efforts to implement the climate action monitoring system and improve the process of elaborating GHG inventories.[40] The CBIT Project supported these efforts. The NDC also sets the objectives for adaptation action in Peru, prioritizing seven sectors: (i), agriculture, (ii), forestry (iii) fisheries, (iv) health, (v) transport, (vi) tourism, and (vii) water.[41] The Project contributed to prioritizing and monitoring climate change adaptation action in the health sector, thus supporting the achievement of adaptation-related goals in the NDC.

95. Peru´s National Adaptation Plan (NAP), adopted in 2021, focuses on the same sectors prioritized by the NDC.[42] Furthermore, the NAP elaborates on the requirements for the climate adaptation action monitoring system. The CBIT Project supported the implementation of Peru´s NAP in the health sector, building capacities of national and subnational health authorities and contributing to the implementation of the climate action monitoring system in this sector.

96. **Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory.**

Complementarity with Existing Interventions/Coherence

97. The CBIT Project collaborated with various climate-related initiatives in Peru, including actions supported by the NDC Partnership, Climate Promise, Euroclima+, the Spanish International Cooperation Agency (*Agencia Española de Cooperación Internacional para el Desarrollo* (AECID)), the Climate & Development Knowledge Network (CDKN), and others. This collaboration was especially visible on dissemination and training activities, and around support provided for designing and reporting new mitigation actions (see paragraphs 120 and 121). Undoubtedly, these collaborations contributed to the success of the CBIT Project. However, this review noted shortcomings in how these collaborations were presented in project reports (e.g., PIR reports and the final report). In many instances, the CBIT Project's role in producing certain products was unclear, raising

[38] Government of Peru. *Ley Marco sobre Cambio Climático y su Reglamento. 2020*. Available under <https://cdn.www.gob.pe/uploads/document/file/1230066/200812_Ley_Marco_sobre_Cambio_Clim%C3%A1tico.pdf>
[39] op.cit.
[40] Government of Peru. *Contribuciones Determinadas a Nivel Nacional de Perú. Reporte de Actualización Periodo 2021 – 2030*. 2021.
[41] op.cit.
[42] Government of Peru. *Plan Nacional de Adaptación al Cambio Climático del Perú: un insumo para la actualización de la Estrategia Nacional ante el Cambio Climático*. 2021.

questions on attribution and potential duplication of efforts (see details in sections D and G of this report).

98. **Rating for Complementarity with Existing Interventions/Coherence: Satisfactory.**

Rating for Strategic Relevance:	**Highly Satisfactory**

B. Quality of Project Design

99. The quality of the project design was evaluated in detail during the preparation of the inception report and again during the data collection and analysis phases of this TR. The analysis concluded that the ProDoc provided a sound presentation and justified the need to build Peru's capacities under the Paris Agreement's ETF. The national context, gaps, and barriers were adequately discussed and, in many cases, provided references to findings and conclusions in Peru's NDCs, NCs and BURs. The ProDoc also provided a relevant discussion of the project's alignment and contribution to Peru's climate change policy priorities.

100. The project design followed a rational structure that focused on building capacities related to climate change mitigation (component one), adaptation (component two), and climate finance (component three). Activities, outputs, and outcomes were clearly described and linked together. However, no explicit discussion of the project's ToC was included in the ProDoc and therefore, relevant project design attributes were missing from the description (e.g., assumptions, drivers, intermediate states, etc.).

101. The PRF included in the ProDoc was mostly adequate and included indicators and targets that, in most cases, were relevant to assessing the project's progress towards achieving the proposed results. A key characteristic of the PRF was the prominent role of indicators and targets related to capacity building. These indicators and targets were defined in a manner that presented challenges for objective measurement and reporting of results, more so given that no capacity assessments of participating entities were completed during project design or implementation. This potential shortcoming of the indicators in the PRF could have been addressed during project implementation, but it was not. This TR found indicator B of the PRF (i.e., percentage of persons trained that are women) to be inadequate, as it did not indicate the total number of individuals expected to be trained, the scope of that training, or the affiliation of prospective trainees. Also, indicator A was not directly measurable without additional information on which and whose capacities were to be developed and what the baseline for those capacities was (see also details in sections D and G of this TR).

102. Project partners were adequately identified in the ProDoc, and their roles were clearly defined in the ProDoc. However, partners' capacities with implementation responsibilities (e.g., UNALM/FDA) were not formally assessed during project design.

103. Key project management tools (i.e., project budget, workplan, and risk log) were included in the ProDoc and were of high quality and relevance.

104. The ProDoc considered recommendations from the terminal evaluation of the project for the elaboration of Peru's second NC to the UNFCCC.

105. Table 11 provides a summary of the assessment of the quality of project design.

Table 11. Summary table for project design quality assessment

	Section	Rating[43]	Weighting	Total
A	Operating Context	4	0.4	0.16
B	Project Preparation	5	1.2	0.60
C	Strategic Relevance	5	0.8	0.40
D	Intended Results and Causality	5	1.6	0.80
E	Logical Framework and Monitoring	5	0.8	0.40
F	Governance and Supervision	5	0.4	0.20
G	Partnerships	4	0.8	0.32
H	Learning, Communication and	6	0.4	0.24
I	Financial Planning / Budgeting	6	0.4	0.24
J	Efficiency	5	0.8	0.40
K	Risk identification and Social	5	0.8	0.40
L	Sustainability / Replication and Catalytic Effects	5	1.2	0.60
M	Identified Project Design	5	0.4	0.20
	Total Weighted Score		**4.96 (S)**	

Rating for Project Design: **Satisfactory**

C. Nature of the External Context

106. After several months of delay, the effective start of project implementation in early 2020 coincided with the COVID-19 outbreak, further delaying project activities. Peru was arguably one of the countries worst hit by the pandemic, often reporting the highest number of COVID-related deaths per capita.[44] With the outbreak, MINSA (a key project partner) had to temporarily focus on addressing this health emergency. Other project activities were also affected, as the country adopted strict protective measures that limited in-person meetings and travel.

107. During the implementation of the Project, Peru experienced exceptionally high political instability. Since 2016, the country has sworn in six different presidents, none of whom remained in their roles for the entire duration of their mandate.[45] This political instability affected the normal operations of MINAM and other government entities participating in the CBIT Project, increasing staff turnover, delaying administrative processes, and raising uncertainty about priorities.

108. Peru's political instability was linked to social unrest in certain regions of the country, where protests and roadblocks often led to flare-ups of violence, further restricting travel to the affected areas.

109. These three factors (pandemic, political instability, and social unrest) were cited as part of the justification for the two no-cost extensions granted to the CBIT Project.

Rating for Nature of the external context: **Moderately Unfavourable**

[43] The following ratings are used: Highly satisfactory (HS) (6), Satisfactory (S) (5), Moderately satisfactory (MS) (4), Moderately unsatisfactory (MU) (3), Unsatisfactory (U) (2), Highly unsatisfactory (HU (1)).
[44] REUTERS. Peru revises pandemic death toll, now worst in the world per capita. Website. Visted 30 May 2024. Available under <https://www.reuters.com/world/americas/peru-almost-triples-official-covid-19-death-toll-after-review-180000-2021-05-31/ >.
[45] El Pais. 10 presidents of Peru, more than 20 years of instability. Website. Visted 30 May 2024. Available under <https://english.elpais.com/international/2022-12-21/10-presidents-of-peru-more-than-20-years-of-instability.html>.

D. Effectiveness

110. This section provides an analysis of the level of achievement of the results planned for the CBIT Project. The section discusses the delivery of the project's proposed outputs, following the statements in the PRF, and the reconstructed ToC. Following that presentation, the section reviews the level of achievement of the Projects outcomes and discusses the likelihood that the impact expected from the CBIT Project will be achieved following the project's observed results during the implementation period. The analysis in this section is guided by the reconstructed ToC, as discussed in section IV of this report. For a detailed discussion on the Project's approach to gender equality, vulnerable and/or marginalised groups, see section I (page 72) of this report.

Availability of Outputs

111. The CBIT Project reported results under nine outputs (outputs in italics were reformulated during the reconstruction of the ToC, see Table 7):

- **Output 1.1.** Emission factors are developed for at least the agriculture sector.
- **Output 1.2.** *Capacities for the elaboration of GHG emissions inventories are enhanced.*
- **Output 1.3.** *Guidelines on GHG emissions inventories are developed.*
- **Output 1.4.** *Public servants are trained to elaborate GHG emissions inventories.*
- **Output 2.1.** *Analysis of monitoring and reporting practices (incl. gaps) of climate adaptation action in the health sector developed.*
- **Output 2.2.** *Technical capacities for monitoring and reporting of climate adaptation action in the health sector (incl. research institutions) are strengthened.*
- **Output 2.3.** The M&E system of adaptation actions in the health sector is designed.
- **Output 3.1.** Public and private expenditures associated to the implementation of NDCs in Peru are identified and monitored.
- **Output 3.2.** Public servants are trained to identify financial needs and report expenditures related to NDCs based on output 3.1.

<u>Outcome 1. Institutional and technical capacities for the elaboration of GHG emissions inventories are developed[46] (US$ 460,000)</u>

Output 1.1. Emission factors are developed for at least the agriculture sector

112. The main deliverable under output 1.1. were emissions factors for enteric fermentation from dairy cattle ranching in Peru. These emissions factors were developed under the technical leadership of FDA/UNALM, with input from MIDAGRI and MINAM.

113. The process for the elaboration of emissions factors included a desk review and fieldwork in seven regions of Peru (i.e., Arequipa, Cajamarca, La Libertad, Lima, Puno, San Martín, and Ucayali) during the wet and dry seasons. The emissions factors were provided for three livestock management systems (i.e., intensive, semi-intensive, and extensive) and six categories of animals. A total of 22 farms were visited during the data-collection phase. The work completed included elaborating two case studies of enteric fermentation from dairy cattle, one in the high Andes, and another in the Amazon basin.[47] Stakeholders, including FDA/UNALM, MIDAGRI and MINAM, have plans to include the emissions factors in the database of the Intergovernmental Panel on Climate Change (IPCC)[48] and use them in Peru's upcoming GHG inventories. For that purpose, FDA/UNALM is currently seeking the publication of the results in a peer-reviewed scientific journal.

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[46] Reformulated outcome statement.
[47] FDA. *Factor de emisión de metano entérico en ganadería lechera de zona altoandina y de trópico, así como factor de emisión de metano entérico nacional. Resumen Ejecutivo.* November 2023.
[48] IPCC Emission Factor Database (EFDB). Available under <https://www.ipcc-nggip.iges.or.jp/EFDB/main.php>.

114. Activities for the development of the emission factors were implemented under an SSFA with FDA. The process was hampered by administrative challenges that delayed the start of activities until May 2022.

115. Other deliverables expected under output 1.1. included: (i) a systematization of experiences related to methane and nitrous oxide emissions in the agriculture sector, (ii) a guide for the validation of GHG emissions factors by IPCC, and (iii) the design of a mechanism to collect information on the use of firewood in Peru.[49] The climate change division of MINAM directly carried out activities on the mechanism to collect information on the use of firewood, and the work was still ongoing by the time of writing. The guide for the validation of emissions factors was not elaborated. A compilation of information related to methane and nitrous oxide emissions was completed, but no stand-alone report was produced.

Output 1.2. Capacities for the elaboration of GHG emissions inventories are enhanced[50]

116. As defined in the ProDoc, the scope of outputs 1.2. – 1.4. was building national capacities in Peru for the development and use of *projections* of GHG emissions. Projections of GHG emissions are estimates of *future* emissions of these substances based on various assumptions about economic growth, energy consumption, technological development, and government policies. These projections are needed to formulate strategies for reducing GHG emissions to meet national and international climate goals. Projections of GHG emissions use historical data on GHG emissions, and economic and social development, and require mathematical and computation models to produce forecasts of economic activity and GHG emissions. Projections of GHG emissions are related to GHG emissions inventories but are different products that require a distinct set of skills, tools and sources of information. The barriers and gaps analysis in the ProDoc explicitly pointed to the need to develop the capacities required for developing and using projections of GHG emissions: "One of the limitations identified as a part of the work related with INFOCARBONO is the lack of operational guidelines for a correct application of methodologies for developing and interpreting GHG emission projections. This includes not only an adequate use of the software but also other elements such as QA/QC of the data inputs needed to load the models; a correct definition of mitigation measures to assess; inclusion of economic data within the overall analysis of mitigation actions; and adequate interpretation of results, to name a few." (ProDoc, p. 35).

117. During project implementation, the focus and resources allocated to outputs 1.2. and 1.4. was redirected from supporting capacity building to improve projections of GHG emissions, to supporting the preparation of Peru's 2019 GHG inventory. The change in scope was supported by various reasons: (i) from the time the CBIT Project was designed and activities under outcome 1 started, Peru´s priorities shifted from building capacities on projections of GHG emissions, to working on the GHG emissions inventory for 2019, (ii) MINAM considered that the guidance available from UNFCCC related to projections of GHG emissions was not sufficiently detailed to commit staff from MINAM and other line Ministries to that task, and (iii) initial plans to work with UNEP DTU on building capacities related to projections of GHG emissions had to be abandoned due to changes in UNEP DTU priorities. This TR concluded that the changes to the scope of outputs 1.2. - 1.4. were valid and an adequate response to changes in priorities and circumstances. However, this scope change was a material deviation from the outputs and activities listed in the ProDoc that should have been discussed and agreed upon by the PSC and approved by UNEP. Yet, the scope change was not discussed in project reports or minutes of PSC meetings, and no revised ProDoc was produced.

[49] ProDoc, section A.1.3., pp. 31 – 33.
[50] Reformulated output statement.

118. Under output 1.2., the expected result was a training workshop targeting entities that provide information to INFOCARBONO related to methodologies, tools and sources of information for the elaboration of projections of GHG emissions. The Project did not deliver this training workshop because the scope had been revised.

119. Under the new scope, the Project supported the elaboration of inputs to the national GHG inventory by MINAM (categories of waste management[51] and land use, land-use change and forestry (LULUCF))[52], MIDAGRI[53], the Ministries of Energy and Mines[54], Transport and Telecommunications[55], Housing (category of wastewater treatment)[56], and Production (categories of industry (incl. HFCs and PFCs), and industrial wastewater treatment)[57,58]. These inputs informed Peru´s national GHG emissions inventory for 2019, published in 2023.[59] A consultant financed by the CBIT Project supported the coordination, elaboration and reviewed the quality of these sectorial inventories. A second consultant financed by the Project coordinated the elaboration of the GHG emissions inventory for the LULUCF category. As part of this work, the CBIT Project contributed to the updating of Peru´s forest reference emissions level (FREL)[60] and the elaboration of deforestation maps. The FREL information was used to elaborate the 2019 GHG inventory for the LULUCF category.

120. The CBIT Project also provided inputs to the definition of mitigation measures to be included in Peru's NDC. The Project reported inputs to Peru's agencies for the management of protected areas (*Servicio Nacional de Áreas Naturales Protegidas por el Estado* (SERNANP)) and wildlife management (*Servicio Nacional Forestal y de Fauna Silvestre* (SERFOR)) for the development of two mitigation measures.[61] The Project also reported inputs to the Ministry of Production (PRODUCE) for the development of a measure to reduce nitrous oxide (N_2O) in an installation that produces nitric acid (HNO_3).[62] This measure was designed with support from Nitric Acid Climate Action Group (NACAG), an initiative financed by the International Climate Initiative (IKI) and implemented by GIZ. The CBIT project provided technical input to the design of this mitigation measure.

121. The Project reported inputs to MINAM to design two mitigation measures for the conservation of peatlands in the Amazon region[63] and for the use of recycled plastics[64]. The measure on recycled plastics was supported by the NDC Partnership under activities

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[51] MINAM. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Desechos 2019. Categorías: Eliminación de Desechos Sólidos, Tratamiento Biológico de Desechos Sólidos e Incineración Abierta de Desechos.* 2023.
[52] MINAM. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Uso de la Tierra, Cambio de Uso de la Tierra y Silvicultura del año 2019. Categoría: Tierras*. 2023.
[53] MIDAGRI. *Reporte Anual de Gases de Efecto Invernadero del sector Agricultura del año 2019. Categorías: Ganado y Fuentes agregadas y fuentes de emisión no-CO_2 en la tierra*. 2023.
[54] Ministerio de Energía y Minas. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Energía 2019. Categorías: Combustión estacionaria y emisiones fugitivas.* 2023.
[55] Ministerio de Transportes y Comunicaciones. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Energía 2019. Categoría: Combustión Móvil.* 2023.
[56] Ministerio de Vivienda, Construcción y Saneamiento. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Desechos 2019. Categorías: Tratamiento y Eliminación de Aguas Residuales Domésticas.* 2023.
[57] Ministerio de la Producción. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Desechos 2019. Categorías: Tratamiento y Eliminación de Aguas Residuales Industriales.* 2023.
[58] Ministerio de la Producción. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Procesos Industriales y Uso de Productos 2019. Categorías: Industria de los Minerales; Industria Química; Industria de los Metales; y Sustitutos Fluorados de Sustancias que Agotan la Capa de Ozono.* 2023.
[59] MINAM. *Documento de Resultados del Inventario Nacional de Gases de Efecto Invernadero 2000-2019.* 2023. Available under: <https://infocarbono.minam.gob.pe/annios-inventarios-nacionales-gei/ingei-2019/>.
[60] MINAM. *Nivel de Referencia de Emisiones Forestales por Deforestación Bruta del Perú en el Bioma Amazónico.* 2022. Available under: <https://redd.unfccc.int/media/nref_peru_281122_final__2_.pdf>.
[61] SERNANP. *Medida de mitigación: "Gestión efectiva en las áreas de conservación regional (ACR)"*, n.d.
[62] PRODUCE. Programación tentativa de la medida de mitigación. Reducción de las emisiones de óxido nitros en la fabricación de ácido nítrico. November 2022.
[63] MINAM. Programación tentativa sectorial – Mitigación. "Conservación y Gestión Sostenible de Turberas Amazónicas". November 2022.
[64] MINAM. "Incorporación de PET reciclado en la elaboración de nuevos envases". 2023

implemented by the Global Green Growth Institute (GGGI)[65] and the CBIT project provided technical inputs.

122. The mitigation measures on recycled plastics and N_2O emissions from nitric acid production are examples of results that, for clarity and accountability, should have been reported as co-financing contributions from project partners, and not as direct results from the CBIT Project.

Output 1.3. Guidelines on GHG emissions inventories are developed[66]

123. As discussed in paragraphs 116 and 117, output 1.3. was expected to improve the understanding of the methodologies and tools available to produce projections of GHG emissions. In the approved ProDoc, this output included the following activities: "activity 1.3.1. prepare a proposal of tools to be used in emissions projections by sector and category", and "activity 1.3.2. prepare operational tools to carry out emission projections". These activities were expected to focus on the review and recommendation of software tools that were best suited to support the elaboration of projections of GHG emissions in Peru. This analysis and recommendations were not delivered by the CBIT Project since the scope of activities under outcome 1 had been revised.

124. In the 2021 PIR, the CBIT Project reported as a result under output 1.3. a study on projections of GHG emissions. However, the study was not completed by the CBIT Project, but by the NDC Partnership under activities implemented by GGGI[67]. The reviewer notes that this study, while relevant to the scope of the CBIT Project, should instead have been reported as a result of a partner and a co-financed contribution to the Project´s objectives.

125. Under the revised scope, the CBIT reported a contribution to the elaboration of guidelines for the preparation of regional GHG inventories. These guidelines provide instructions to subnational governments for the elaboration of GHG inventories at the department level. The inventories are expected to inform the elaboration of subnational climate change strategies (i.e., *Estrategias Regionales de Cambio Climático*). The guidelines include spreadsheets for the calculation of GHG emissions following IPCC methodologies.[68] The guidelines were adopted by the Peruvian government through MINAM's Resolution 090-2022.[69]

Output 1.4. Public servants are trained to elaborate GHG emissions inventories[70]

126. As stated in the ProDoc, the original objective of output 1.4. was to deliver a workshop to train staff from entities contributing to INFOCARBONO on approaches to incorporate projections of GHG emissions into long-term climate policy and decision-making. However, like activities under outputs 1.2. and 1.3., the scope of output 1.4. shifted from improving national capacities for using GHG projections for policy making to developing capacities related to GHG inventories. The training workshop to build capacities on the use of projections of GHG emissions for long-term policy making was not delivered by the Project.

127. Capacity-building activities targeting staff from line Ministries responsible for the elaboration of GHG emission inventories followed a learning-by-doing approach, with no

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[65] MINAM. *Anexo I. Tercer entregable de la PTS de la medida de mitigación*. August 2023.
[66] Reformulated output statement.
[67] Factor, Ideas for Change. *Análisis de Mitigación. Proyección de los escenarios nacionales de emisiones y remociones de GEI considerando los 5 sectores de la NDC de Perú*. 2021.
[68] MINAM. *Pautas para la Elaboración de Inventarios Regionales de Gases de Efecto Invernadero*. September 2022.
[69] MINAM. *Aprueban "Pautas para la Elaboración de Inventarios Regionales de Gases de Efecto Invernadero y sus anexos"*. Press Release. 19 April 2022. Available under <https://www.gob.pe/institucion/minam/noticias/600590-aprueban-pautas-para-la-elaboracion-de-inventarios-regionales-de-gases-de-efecto-invernadero-y-sus-anexos>.
[70] Reformulated output statement.

formal training sessions delivered by the CBIT Project and no learning materials produced for future reference. Training to core staff from line Ministries on the elaboration of GHG inventories occurred during 2019 – 2020 before the CBIT Project started activities under outcome 1. Stakeholders interviewed for this TR indicated that this hands-on approach met their expectations and was deemed useful. However, this approach may increase the risks from staff turnover, as opposed to targeted courses and other training materials that could be readily available during the onboarding of new staff. Also, courses and training materials could be used to build capacities in sectors other than those that benefited from the CBIT Project.

128. Under the revised scope of output 1.4, in 2021, the CBIT Project contributed to training sessions for subnational government staff on climate change and GHG inventories.[71] The NDC Partnership facilitated the training through ICLEI - Local Governments for Sustainability. In 2022 and 2023, the Project delivered additional training sessions to the regional government of Cusco (21 participants), Huánuco (6 participants, including 4 women), La Libertad (3 participants, including 2 women) San Martín (15 participants), and Ucayali (4 female participants). The CBIT Project provided technical backstopping to regional governments elaborating GHG emissions inventories.

Outcome 2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established (US$ 440,000)

Output 2.1. Analysis of monitoring and reporting practices (incl. gaps) of climate adaptation action in the health sector developed[72]

129. The analysis of the existing monitoring systems and reporting practices used to track the implementation of climate change adaptation measures in the health sector of Peru was undertaken by an independent consultant with active participation and input from MINSA and MINAM. The assessment evaluated existing indicators, including their suitability and current use, data collection and management procedures, calculations, and reporting practices. The assessment included specific recommendations to improve the set of indicators and delivered flowcharts and dashboards to assist in the implementation of these recommendations.[73] The results and recommendations from the assessment were validated by MINSA.[74]

Output 2.2. Technical capacities for monitoring and reporting of climate adaptation action in the health sector (incl. research institutions) are strengthened[75]

130. According to the ProDoc, the key activities and deliverables under output 2.2. were (i) datasheets for indicators used to track climate change adaptation action in the health sector (activity 2.2.1.), (ii) capacity building to authorities of the health sector to access climate finance, including the elaboration of guidelines (incl. case studies), and the delivery of training sessions to authorities of the health sector (activity 2.2.2.).[76]

131. The CBIT Project delivered working sessions with regional health authorities of the departments of La Libertad (23 participants/incl. 9 female participants), Loreto (31/6), Piura (29/12), Puno (37/30), San Martin (10/5 female), and Tumbes (11/6). The working sessions focused on defining actions to implement climate change adaptation measures in the health sector. They took place from July to November 2021.

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[71] MINAM. *Fortalecimiento de las capacidades regionales para la preparación de inventarios regionales de Gases de Efecto Invernadero.* Training. March – April 2021.
[72] Reformulated output statement.
[73] BENAVIDES, Jannet. *Consultoría para diseñar el modelo operativo para el seguimiento y evaluación de las medidas de adaptación al cambio climático en el sector salud. Producto 2*. n.d.
[74] Email communication from MINSA to CBIT Project Manager dated 31 January 2023.
[75] Reformulated output statement.
[76] ProDoc, section A.1.3., pp. 36 – 37.

132. During April – June 2022, the Project trained 161 government staff from DIRESAS, GIRESAS and health facilities in Peru. The training covered topics related to climate change and managing climate-related risks in the health sector. The trainings were reported in a press release by MINSA.[77]

133. In July 2022, the CBIT Project delivered workshops to health authorities from Arequipa, Lambayeque, Loreto, Pasco and Tacna to plan climate change adaptation actions in these departments. These workshops were linked to the process of updating the contributions and planning for the implementation of the climate change adaptation actions in the health sector that are included in Peru's NDC. The workshops were reported in a press release by MINSA.[78]

134. The CBIT Project supported the update of MINSA´s plan for implementing adaptation actions in Peru's NDC. During the plan's development, the scope of the adaptation actions was revised, and the indicators to track the implementation of these actions were updated. The plan defines six climate adaptation measures and five adaptation-related products in the health sector and sets mandatory requirements for national and subnational health sector entities in Peru.[79] An annex to the plan included datasheets for the updated indicators. MINSA formally approved the revised plan in August 2022.[80] Following the adoption of the plan, in February 2023, the Project contributed to a workshop organized by MINSA to discuss implementing the climate change adaptation actions included in the plan.[81]

135. Motivated by the progress in planning and implementing adaptation actions in the health sector, MINSA commissioned a climate change and health observatory. The observatory collects and disseminates information on climate-related factors (e.g., temperature, precipitation, etc.) that affect the spread of various diseases, including dengue and malaria.[82,83] Stakeholders interviewed for this terminal review attributed the decision to deliver the observatory in part to the support received from the CBIT Project.

Output 2.3. The M&E system of adaptation actions in the health sector is designed

136. According to the ProDoc, the design of the M&E system of adaptation actions in the health sector would include four main outputs: (i) design of processes and tools, (ii) design of the logical model, (iii) design of a virtual platform on an application for information services, and (iv) user manual of the application.[84]

137. The design of the M&E system of adaptation actions in the health sector is based on the results from the assessment delivered under output 2.1. The design consists of schematics describing the data management system required to track climate adaptation measures and products in the health sector, which are included in Peru´s

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[77] MINSA. *"Minsa organiza curso "Gestión de Riesgos en Salud asociados al Cambio Climático"*. Press release. 3 May 2022. Available under: <https://www.gob.pe/institucion/minsa/noticias/604097-minsa-organiza-curso-gestion-de-riesgos-en-salud-asociados-al-cambio-climatico>.

[78] MINSA. "*Minsa fortalece en regiones implementación de medidas de adaptación frente al cambio climático*". Press Release. 6 June 2022. Available under <https://www.gob.pe/institucion/minsa/noticias/618542-minsa-fortalece-en-regiones-implementacion-de-medidas-de-adaptacion-frente-al-cambio-climatico>.
<https://www.gob.pe/institucion/minsa/noticias/628685-minsa-consolida-en-regiones-acciones-multisectoriales-en-salud-frente-al-cambio-climatico >

[79] MINSA. *Programación tentativa de las Contribuciones Nacionalmente Determinadas en Adaptación frente al Cambio Climático del Ministerio de Salud al 2030*. n.d. Available under
<https://cdn.www.gob.pe/uploads/document/file/3493095/Documento%20T%C3%A9cnico.pdf?v=1660232113>.

[80] MINSA. *Resolución Ministerial N° 599–2022/MINSA por la cual se aprueba el documento técnica "Programación Tentativa de las Contribuciones Nacionalmente Determinadas en Adaptación al Cambio Climático del Ministerio de Salud al 2030"*. 10 August 2022.

[81] MINSA. "*Minsa realiza taller de trabajo frente al cambio climático 2023"*. Press Release. 28 February 2023. Available under <https://www.gob.pe/institucion/minsa/noticias/718649-minsa-realiza-taller-de-trabajo-frente-al-cambio-climatico-2023>.

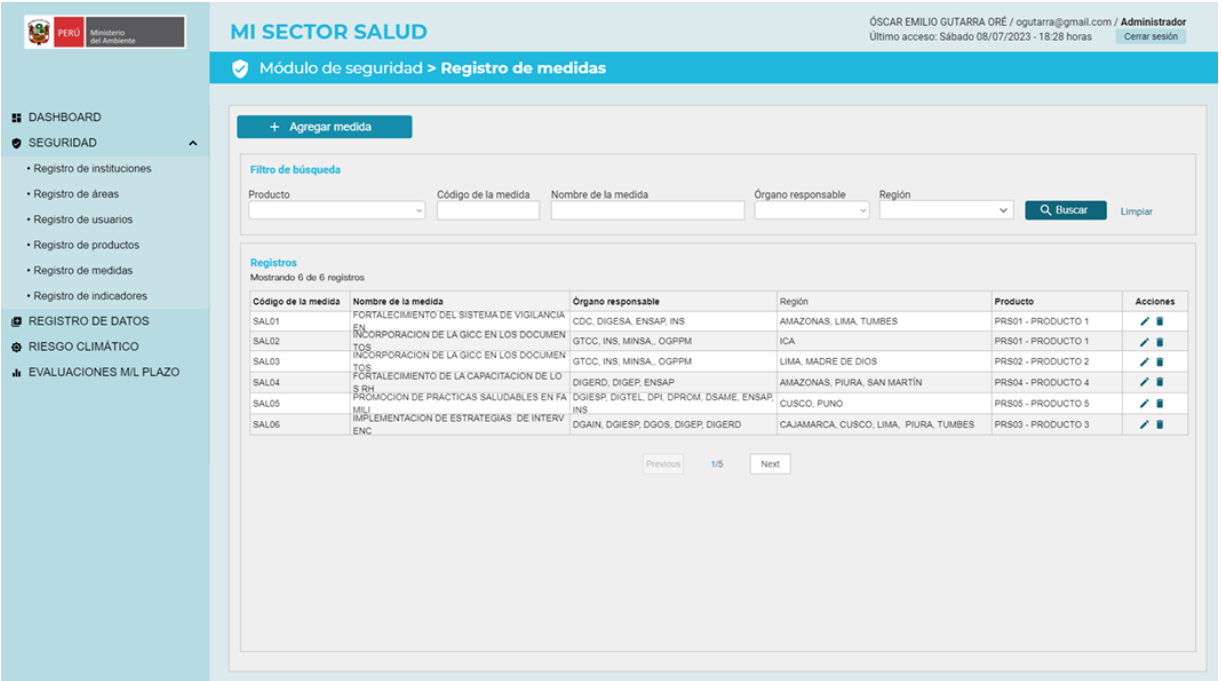
[82] MINSA. *CDC Perú lanza primer observatorio virtual de clima y salud.* Press release 11 April 2022. Available under: <https://www.dge.gob.pe/portalnuevo/informativo/prensa/cdc-peru-lanza-primer-observatorio-virtual-de-clima-y-salud>.

[83] The observatory is hosted by MINSA and is available under: <https://app7.dge.gob.pe/maps/clima-salud/>

[84] ProDoc, section A.1.3., page 38.

updated NDC. The design also defines the roles of various types of users (e.g., administrator, supervisor, etc.), and user cases (e.g., registering users, creating new adaptation measures, recording values of indicators, etc.).[85] The project also delivered the user interface design, including detailed prototypes for the different functionalities of the M&E system.[86] A user manual was included as part of the design of the M&E system.[87]

Figure 4. Example of mock-up of the M&E system for adaptation in the health sector

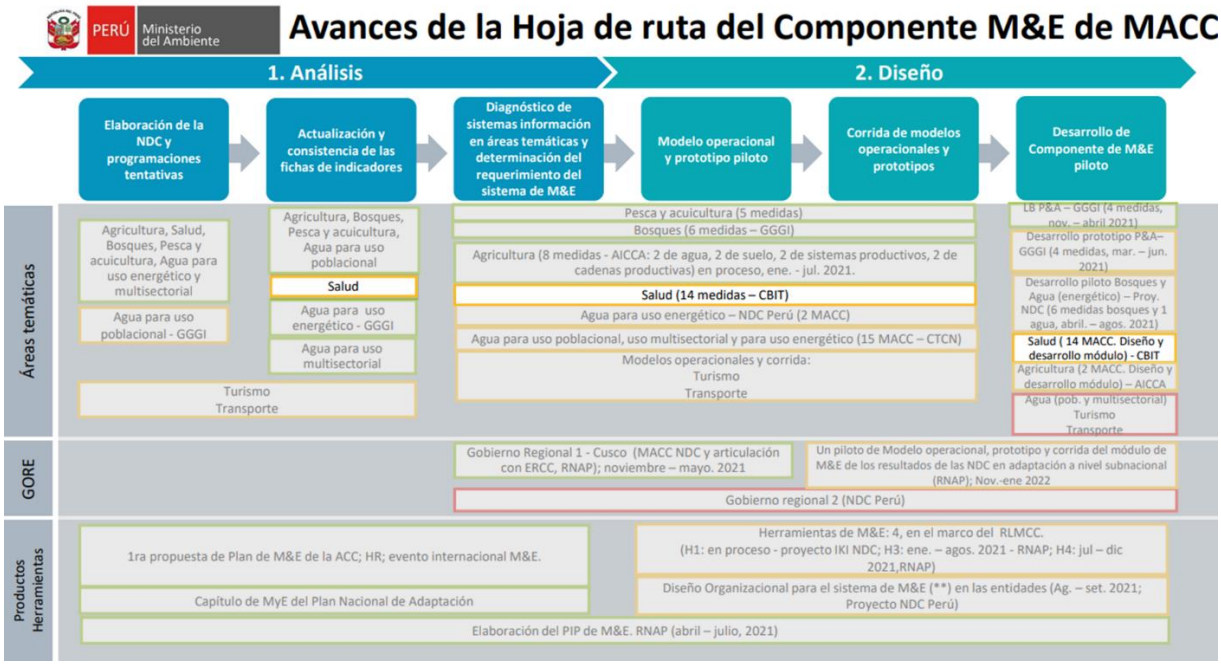


Source: GUTIERREZ, Oscar. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°3" September 2023.

138. The CBIT Project's inputs to the M&E system for the health sector are embedded in the broader work by the Government of Peru to implement a multi-sectoral M&E system for adaptation actions included in the NDC. Figure 5 This shows the roadmap for implementing Peru´s climate change adaptation M&E system, illustrating the role of the CBIT Project inputs to the M&E system for the health system. MINAM is currently exploring options to secure financing to implement the M&E system.

[85] GUTIERREZ, Oscar. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°2" July 2023.
[86] op.cit. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°3" September 2023.
[87] op.cit. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°4" September 2023.

Figure 5. Roadmap for the implementation of Peru´s climate change adaptation M&E system



Source: Prepared based on: MINAM. *Hoja de ruta general del Componente de M&E de las medidas de adaptación del Sistema para el monitoreo de las medidas de Adaptación y Mitigación*. PowerPoint Presentation. 4 February 2022

<u>Outcome 3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened (US$ 190,000)</u>

Output 3.1. Public and private expenditures associated to the implementation of NDCs in Peru are identified and monitored

139. Output 3.1. was expected to support public and private sector entities reporting investments in climate action. The output included activities to revise the template used for sustainability reports by corporations listed in the Peruvian stock exchange (activity 3.1.1.), build the capacities of companies using the template and staff reviewing reports by private sector companies (activity 3.1.2.), and improve the methodologies, algorithms and processes to classify and report investments in climate action by the public sector (activity 3.1.3.).

140. During project implementation, stock exchange authorities indicated little interest in partnering with the CBIT Project to revise the contents of sustainability reports. Therefore, the Project did not engage with the Stock Market of Lima and the templates for sustainability reports were not revised. Instead, the Project partnered with Peru´s coordination mechanism to promote private sector participation in implementing Peru´s NDC (i.e., GIP-NDC). The CBIT Project supported the organization of GIP-NDC's meetings from March 2022 to April 2023 and developed a template (Google Forms) to be used by private companies to report climate actions. The template produced was relatively crude, and the reporting of investments in climate action was optional. Companies linked to the GIP-NDC were invited by email to complete and submit information on climate action using the template. Webinars with four business associations were held to guide companies interested in submitting information (July – October 2022). By the end of the implementation period of the CBIT Project, only 18 companies had reported climate actions using the template, a number significantly below the target of 100 reporting companies. Ten of the companies that reported are large businesses, three are medium-sized enterprises, and five are small-sized businesses. Only six companies provided an estimate of their investments in climate action. Responses by these companies do not seem comparable or suitable for aggregation or analysis, given that in some cases the

currency is not provided, and, in most cases, there was no indication of whether the amount provided was an average or a one-time investment.[88]

Output 3.2. Public servants are trained to identify financial needs and report expenditures related to NDCs based on output 3.1.

141. Activities under output 3.2. sought to train government officials in the use of the reporting tools that were to be produced under activity 3.1.3. A training programme was planned, but it was not delivered.

142. Under the revised scope, the CBIT Project contributed to initiatives to improve the allocation and tracking of climate finance by public sector entities. The Project provided inputs to Peru's green financing roadmap, which aims to mainstream climate change, biodiversity conservation, and Sustainable Development Goals (SDGs) into the planning and operations of Peru´s financial and insurance sectors, including public sector authorities, local financial institutions, and insurance companies.[89] The roadmap was approved by the Government of Peru in 2023.[90] The CBIT Project also provided inputs to Peru´s draft climate finance strategy. The strategy will assess the financial needs for the implementation of the country´s NDC. The strategy is currently under development.

143. **Rating for Availability of Outputs: Satisfactory.**

Achievement of Project Outcomes

144. The CBIT Project included three outcomes and four outcome indicators (i.e., indicators C – F in the PRF). Outcomes, outcome indicators and targets are listed in Table **12**.

Table 12. Outcomes, outcome indicators and targets

Indicator	Baseline and target
Outcome 1. Institutional and technical capacities for the elaboration of GHG emissions inventories are developed.[91]	
C. Number of competent entities from INFOCARBONO that use information on GHG emissions to prioritize measures for the NDC (out of the following ministries: Agriculture, Energy, Transport, Environment).	Baseline: 0 Target: 4
Outcome 2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established.	
D. Number of thematic areas with technical capabilities in systematizing information to implement the NDC in the component of adaptation	Baseline: 0 Target: 1
E. Percentage of indicators with operational technical sheets elaborated	Baseline: 0 Target: 80%
Outcome 3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened.	
F. Number of Sectoral and Regional Authorities with information for reporting on public expenses in adaptation and mitigation	Baseline: 0 Target: 4

<u>Outcome 1. Institutional and technical capacities for the elaboration of GHG emissions inventories are developed[92] (Indicator C)</u>

145. The indicator to track progress towards achieving outcome 1 (indicator C) was defined ambiguously and not interpreted consistently during project implementation. In the

[88] No author. *Reporte sobre la ficha de acción climática empresarial*. n.d.
[89] MINAM. *Hoja de Ruta de Finanzas Verdes para el Perú*. n.d.
[90] MINAM. *Decreto N° 007-2023-MINAM sobre la aprobación de la Hoja de Ruta de Finanzas Verdes para el Perú.* 21 June 2023.
[91] Reformulate outcome statement.
[92] Reformulate outcome statement.

ProDoc, the focus of capacity-building activities under outcome 1 was placed on building the capacities of MINAM, MIDAGRI, MINEM, and MTC to prioritize climate change mitigation measures in the Peruvian NDC. As described in the discussion of outputs 1.2. – 1.4., in the ProDoc, the focus of the activities under outcome 1 was on building national capacities for elaborating and using GHG projections for climate action planning. However, during implementation, the emphasis of project activities was on supporting the elaboration of GHG inventories. As concluded in the discussion of these outputs, this change of scope should have been formally incorporated as a project revision and approved by the PSC and UNEP.

146. In the last PIR report (2023), the CBIT Project stated that 22 entities that are members of the High-Level Commission on Climate Change[93] were using information on GHG emissions from INFOCARBONO to identify and prioritize climate change mitigation actions. This statement is problematic for various reasons: (i) the target for indicator C was focused on MINAM, MIDAGRI, MINEM and MTC, and more broadly on entities using INFOCARBONO, but not on members of the high-level commission, (ii) earlier PIR reports had not reported progress of members of the high-level commission prioritizing mitigation actions, (iii) earlier PIR reports had discussed the project´s work related to sectorial and subnational GHG emissions inventories, and not on activities to prioritize mitigation actions by members of the high-level commission, and (iv) not all members of the high-level commission require information on GHG emissions to fulfil their roles.

147. In this context, evaluating results under outcome 1 is challenging given that (i) the scope of activities and outputs under outcome 1 changed during project implementation, and the definition and target of indicator C were not revised accordingly, and (ii) the entities targeted under outcome 1 were not consistently defined during project implementation and reporting. The approach to evaluating outcome 1 was as follows: (i) adopt the definition in the reconstructed ToC of outcome 1 that is based on capacity development for the elaboration of GHG emissions inventories, (ii) evaluate capacity gains of the four Ministries under the original scope of indicator C based on interviews and documented evidence, (iii) evaluate capacity gains by other entities targeted for technical capacity for the elaboration of GHG inventories.

148. This TR conducted interviews with staff from three of the four line Ministries under the original scope of indicator C (MINEM staff was not available for an interview). Interviewees confirmed that their respective entities have gained technical and institutional capacities to elaborate GHG emissions inventories for the sectors for which they are responsible. Also, in 2023, all four Ministries completed GHG emissions inventories for their respective sectors (see paragraph 128). Based on this evidence, this review concluded that the CBIT Project met the target of four entities with developed capacities for preparing GHG emissions inventories.

149. To assess if the CBIT Project had exceeded the target of indicator C (i.e., four entities), the TR sought interviews with stakeholders from the two remaining line Ministries responsible for the elaboration of GHG emissions inventories (staff from only one Ministry was available for an interview). The interviewee reported that the CBIT Project had supported the elaboration of the inventory and contributed to capacity gains in the organization. However, the Ministry still has limited capacities for elaborating GHG emissions inventories and will continue to rely on external expertise to accomplish this task in the immediate future. Based on this evidence, this TR assessed that the CBIT

[93] Peru´s High-Level Commission on Climate Change (*Comisión de Alto Nivel de Cambio Climático*) was created in 2020 to oversee the update and reporting of Peru´s NDCs. Members of the commission include the President of the Cabinet (i.e., *Presidente del Consejo de Ministros*), line Ministries, representatives from regional and municipal governments, Peru´s planning agency (CEPLAN), and

Project did not exceed the target for indicator C and concluded that the rating for outcome 1 is satisfactory.

Outcome 2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC are established

150. In the ProDoc, the sector (i.e., thematic area) prioritized for capacity building was health. During implementation, the CBIT Project maintained that focus and supported MINSA in reviewing the proposed adaptation measures and the indicators used to track their implementation. The CBIT Project also built the capacities of the health sector, focusing on providing training to regional health authorities.

151. As discussed in paragraph 134, the CBIT Project contributed to updating MINSA's plan for implementing adaptation actions in the health sector. The plan, approved by MINSA in 2023, was adopted by Peru's High-Level Commission on Climate Change in December 2023. The plan includes datasheets for the indicators to track progress in the implementation of adaptation action (indicator E).

152. As concluded in the discussion of output 2.3., the CBIT Project delivered a design of a system for monitoring and reporting the implementation of climate change adaptation measures in the health sector. MINAM has incorporated inputs provided by the Project into a roadmap for the implementation of multi-sector M&E for adaptation action in Peru (see paragraph 138).

153. In conclusion, the Project effectively strengthened the health sector's capacities to implement the NDC (indicator D) and developed procedures for tracking an updated set of indicators to monitor the implementation of climate change adaptation actions in the health sector (indicator E). Therefore, this review concludes that the CBIT Project met the targets for outcome 2.

Outcome 3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened.

154. Indicator F ("Number of Sectoral and Regional Authorities with information for reporting on public expenses in adaptation and mitigation") covered only sectoral and subnational authorities reporting investments in climate action but failed to capture the expected results related to private sector entities reporting this type of investments (see, e.g., outcome 3 statement and the discussion of output 3.1. in the preceding subsection).

155. The CBIT Project reported that four sectors (i.e., agriculture, energy and mines, environment, and production) and 18 regional authorities were reporting public investment in climate action.[94] These reports are aggregated and published by MEF on the website "*Portal de Transparencia Económica*".[95]

156. A visit to the website by this reviewer found that twelve sectors and a cross-cutting coordination body of the national government were also reporting investment in climate action. The visit also revealed that all 24 departments of Peru and the provinces of Lima and Callao were reporting climate investments. The information from subnational governments is disaggregated by entities of these governments, including their agriculture, health, and education authorities. Screenshots of the information provided by MIDAGRI and the Department of San Martín are provided in Figure 6 and Figure 7 as examples of the information that is available on the website.

[94] PIR 2023, p. 12.
[95] MEF. *Portal de Transparencia Económica*. Website. Available under: <https://www.mef.gob.pe/?option=com_content&view=category&id=661&Itemid=100143&lang=es>.

Figure 6. Example of information on climate investments by a national government entity

Transparencia Económica PERÚ

Portal del MEF | Portal de Transparencia Económica

Adaptación y Mitigación ante el Cambio Climático
Actualización Diaria

miércoles, 22 de mayo del 2024

Navegador | Descargas

Reiniciar | Exportar | Graficar

Año 2022 | Actividades/Proyectos | Medida Todos | Atribución Todos

¿Quién gasta?	¿En qué se gasta?			¿Con qué se financian los gastos?		¿Cómo se estructura el gasto?	¿Dónde se gasta?	¿Cuándo se hizo el gasto?		
Ejecutora	Categoría Presupuestal	Act./Acción de Inv./Obra	Función	Fuente	Rubro	Genérica	Departamento	Trimestre	Mes	
TOTAL				23,318,512,596	3,092,366,025	4,461,894,423	4,249,748,068	4,133,025,381	4,084,272,170	4,054,369,658	4,012,433,392	90.9
Nivel de Gobierno E: GOBIERNO NACIONAL				13,253,786,847	1,460,543,743	1,706,280,470	1,652,659,878	1,641,265,480	1,638,202,461	1,638,048,890	1,596,267,935	96.0
Sector 13: AGRARIO Y DE RIEGO				209,188,137	193,643,163	215,026,609	205,501,239	203,139,539	202,862,594	202,819,882	199,715,735	94.3
Pliego 013: M. DE DESARROLLO AGRARIO Y RIEGO				1,701,628,543	114,077,434	113,317,422	105,070,370	103,365,917	103,365,917	103,364,845	100,291,799	91.2

Proyecto	Ejecución años 2014 al 2021	PIA	PIM	Certificación	Compromiso Anual	Ejecución			Avance %
						Atención de Compromiso Mensual	Devengado	Girado	
3000001: ACCIONES COMUNES	339,345,769	8,044,152	18,660,742	16,226,504	15,868,635	15,868,635	15,868,635	15,864,089	85.0
3000339: PRODUCTORES AGRARIOS INFORMADOS SOBRE LA APTITUD DE LOS SUELOS	7,650,359	668,916	975,936	751,847	751,847	751,847	751,847	751,847	77.0
3000384: AREAS FORESTALES RECUPERADAS QUE CUENTEN CON UN ADECUADO MANEJO FOSRESTAL Y DE FAUNA SILVESTRE	6,691,790	231,850	261,461	258,431	258,431	258,431	258,431	258,431	98.8
3000528: PRODUCTORES AGRARIOS CON COMPETENCIAS PARA EL APROVECHAMIENTO DEL RECURSO HIDRICO PARA USO AGRARIO	9,005,484	99,484	602,660	602,660	598,999	598,999	598,999	598,999	99.4
3000566: PRODUCTORES AGROPECUARIOS CON COMPETENCIAS PARA EL APROVECHAMIENTO DEL RECURSO SUELO EN EL SECTOR AGRARIO	10,911,825	0	4,654,959	4,620,576	4,620,576	4,620,576	4,620,576	4,610,459	99.3
3000630: PRODUCTORES AGROPECUARIOS ADOPTAN PAQUETES TECNOLOGICOS ADECUADOS	160,028,565	24,475,487	7,407,428	6,629,214	6,628,326	6,628,326	6,628,326	6,575,130	89.5
3000734: CAPACIDAD INSTALADA PARA LA PREPARACION Y RESPUESTA FRENTE A EMERGENCIAS Y DESASTRES	136,119,756	26,060,540	26,060,540	24,214,995	24,135,436	24,135,436	24,134,364	23,891,570	92.6
3000735: DESARROLLO DE MEDIDAS DE INTERVENCION PARA LA PROTECCION FISICA FRENTE A PELIGROS	1,008,448,639	54,333,242	54,333,242	51,421,496	50,173,074	50,173,074	50,173,074	47,410,682	92.3
3000738: PERSONAS CON FORMACION Y CONOCIMIENTO EN GESTION DEL RIESGO DE DESASTRES Y ADAPTACION AL CAMBIO CLIMATICO	492,633	0	8,000	4,649	4,649	4,649	4,649	4,649	58.1
3000783: PROFESIONALES DE GOBIERNOS REGIONALES Y LOCALES CON COMPETENCIAS PARA LA GESTION DEL RECURSO HIDRICO	1,830,011	163,763	352,454	339,998	325,945	325,945	325,945	325,945	92.5

Notas
- Los montos están en **Soles.**
- **La columna Avance %** representa la razón del Devengado entre el PIM, expresado en porcentajes.
- La información se actualiza diariamente. **Última actualización: 21 de mayo de 2024.**

Source: Website *Transparencia Económica*. Available under <https://apps5.mineco.gob.pe/cambioclimatico/Navegador/default.aspx?y=2022&ap=ActProy&md=TodoMedidas&att=TodoAtribucion>

Figure 7. Example of information on climate investments by subnational governments

Transparencia Económica PERÚ

Portal del MEF | Portal de Transparencia Económica

Adaptación y Mitigación ante el Cambio Climático
Actualización Diaria

miércoles, 22 de mayo del 2024

Navegador | Descargas

Reiniciar | Exportar | Graficar

Año 2022 | Actividades/Proyectos | Medida Todos | Atribución Todos

¿Quién gasta?	¿En qué se gasta?			¿Con qué se financian los gastos?		¿Cómo se estructura el gasto?	¿Dónde se gasta?	¿Cuándo se hizo el gasto?		
	Categoría Presupuestal	Producto/Proyecto	Función	Fuente	Rubro	Genérica	Departamento	Trimestre	Mes	
TOTAL				23,318,512,596	3,092,366,025	4,461,894,423	4,249,748,068	4,133,025,381	4,084,272,170	4,054,369,658	4,012,433,392	90.9
Nivel de Gobierno R: GOBIERNOS REGIONALES				1,573,676,798	151,522,747	285,468,996	251,906,054	239,758,866	230,360,924	229,119,964	229,090,424	80.3
Sector 99: GOBIERNOS REGIONALES				1,573,676,798	151,522,747	285,468,996	251,906,054	239,758,866	230,360,924	229,119,964	229,090,424	80.3
Pliego 459: GOBIERNO REGIONAL DEL DEPARTAMENTO DE SAN MARTIN				73,020,445	10,339,754	17,357,666	16,611,137	16,519,534	16,349,955	16,121,695	16,116,647	92.9

Unidad Ejecutora	Ejecución años 2014 al 2021	PIA	PIM	Certificación	Compromiso Anual	Ejecución			Avance %
						Atención de Compromiso Mensual	Devengado	Girado	
001-921: REGION SAN MARTIN-SEDE CENTRAL	17,873,122	2,211,471	9,012,056	8,276,091	8,268,736	8,113,529	7,887,255	7,882,207	87.5
100-924: REGION SAN MARTIN-AGRICULTURA	7,004,482	1,442,226	1,578,043	1,576,836	1,576,835	1,572,835	1,572,835	1,572,835	99.7
300-926: REGION SAN MARTIN-EDUCACION	3,796,904	46,000	46,000	46,000	46,000	46,000	46,000	46,000	100.0
400-930: REGION SAN MARTIN-SALUD	17,081,104	3,120,862	3,202,372	3,197,845	3,113,907	3,113,009	3,111,363	3,111,363	97.2
401-1058: REGION SAN MARTIN-SALUD ALTO MAYO	6,639,715	989,078	989,078	984,829	984,829	984,825	984,825	984,825	99.6
402-1059: REGION SAN MARTIN-SALUD HUALLAGA CENTRAL	8,984,434	1,931,910	1,931,910	1,931,776	1,931,776	1,928,207	1,927,867	1,927,867	99.8
403-1060: REGION SAN MARTIN-SALUD ALTO HUALLAGA	3,260,909	592,039	592,039	591,594	591,286	585,385	585,385	585,385	98.9
404-1400: GOB. REG. SAN MARTIN - HOSPITAL II - 2 TARAPOTO	1,032,124	6,168	6,168	6,164	6,164	6,164	6,164	6,164	99.9

Notas
- Los montos están en **Soles.**
- **La columna Avance %** representa la razón del Devengado entre el PIM, expresado en porcentajes.
- La información se actualiza diariamente. **Última actualización: 21 de mayo de 2024.**

Source: Website *Transparencia Económica*. Available under <https://apps5.mineco.gob.pe/cambioclimatico/Navegador/default.aspx?y=2022&ap=ActProy&md=TodoMedidas&att=TodoAtribucion>

157. Given that (i) the indicator for outcome 3 addressed only the number of sectoral (4) and subnational (2) authorities reporting investments in climate action, (ii) the number of reporting sectoral authorities was met and that of subnational authorities was exceeded (18), and (iii) the shortcomings regarding project results related to private sector entities reporting investment in climate action were address in the discussion of output 3.1., this review concluded that the target for outcome 3 was met and exceeded. However, the attribution of this result to the CBIT Project is questionable, given the limited scope of the Project activities under this outcome.

158. The high number of sectoral and subnational authorities reporting investments in climate action observed by the reviewer following project closure (see paragraph 156) was taken as evidence of the likely institutional sustainability of results under outcome 3 and is further discussed in section H. of this report.

159. **Rating for Achievement of Project Outcomes: Satisfactory.**

Likelihood of Impact

160. The ProDoc included two indicators to track the achievement of the Project's objective. Both indicators have significant shortcomings that limit their value for review purposes (Table 13).

Table 13. Objective indicators and targets

Indicator	Baseline and target
Indicator A. Number of sectoral authorities that have strengthened their capacities to report information of the implementation for NDC.	Baseline: 0 Target: 4
Indicator B. Percentage of persons trained that are women	Baseline: 0 Target: 50%

161. Indicator A is not directly measurable without a concrete framework to measure progress in developing the capacities of entities targeted for capacity-building activities. That framework could have been developed during project implementation, but no such tool was produced and used by the project team. In the ProDoc, the target for indicator A are the sectoral authorities for the agriculture, economy and finance, environment and health sectors. Based on the assessment of project results at the output and outcome levels, it can be concluded that the capacities of MIDAGRI, MINAM, and MINSA were effectively strengthened as these entities have demonstrated capacities to elaborate GHG inventories (MIDAGRI and MINAM), and plan and monitor adaptation action (MINSA). This TR is inconclusive regarding MEF's capacity development results since there were no activities that directly addressed the Ministry's capacities, and staff from the Ministry were not available for an interview to inform this TR.

162. Indicator B and its target were inadequate to measure progress toward the objective as they did not state the number and affiliation of people to be trained or the scope of the training. Furthermore, information to report against indicator B was not collected and compiled consistently during project implementation. For example, the Project reported against this target several relatively minor and isolated activities (e.g., awareness-raising webinars, participation in a variety of climate change events not directly related to the project scope, etc.), and in many cases, did not adequately record the number or gender of participants. Indicator B was presumably linked to the GEF Core Indicator 11 (number of direct beneficiaries), which had a target of 70. Still, that connection was not made in the ProDoc or project reports. The CBIT Project did not use the GEF Tracking Tool to report against Core Indicator 11.

163. The Project initially reported that more than 6,000 people were being trained. However, that number comingled beneficiaries from general training and awareness-raising activities, with the beneficiaries of efforts to build staff capacities with climate action planning and reporting responsibilities.

164. Challenges to track progress and report against indicator B and GEF Core Indicator 11 were exacerbated by the lack of a detailed capacity-building plan. Such a plan would have defined, among others, the target audience, baseline and scope of the capacity-building activities, and tools to track progress and report progress (see paragraph 198).

165. Following a review of the results reported under indicator B, the number of direct beneficiaries of capacity-building activities under the CBIT Project was 74 (27 men, 47 women). The total number of direct beneficiaries (74) was considered to be the value

achieved by the Project under GEF Core Indicator 11, and the fraction of female beneficiaries (63%) was the value achieved under indicator B. Therefore, this TR concluded that the CBIT Project met the target under GEF Core Indicator 11 and indicator B.

166. The likelihood of impact of the results achieved by the CBIT Project was assessed following UNEP's tool "Guide for the rating of likelihood of impact". As per the guide, the assessment determined whether the drivers, assumptions, outputs, outcomes and intermediate states defined in the reconstructed ToC were in place by the end of project implementation. The following discussion refers to the assumptions and drivers listed in Table 10 and Figure 3 presented in section IV on the ToC at review.

167. Driver 1. Roles and responsibilities of sectoral and subnational authorities related to climate action planning and reporting are clearly defined and communicated. Driver 1 is relevant for the transitions from outputs to outcomes 1 – 3, from outcomes to the intermediate state, and from the intermediate state to impact. The CBIT Project supported the elaboration of a plan for implementing and monitoring climate change adaptation actions in the health sector included in Peru´s NDC. MINSA's plan allocates implementation and reporting responsibilities for climate change actions (transition from outputs to outcome 2). MINSA adopted the plan[96] and it is guiding climate action by national and subnational health authorities in Peru (transition from outcome 2 to intermediate state). The plan provides a blueprint for other sectors to allocate roles and responsibilities for climate action (transition from intermediate state to impact). Roles and responsibilities for the elaboration of inputs to national GHG emissions inventories are also clear, and sectoral authorities are preparing and submitting information following the schedules provided by MINAM (paragraph 119). The adoption of guidelines for subnational GHG inventories[97] clarified roles and responsibilities of subnational authorities regarding the elaboration of GHG emissions inventories (paragraph 125). The allocation of responsibilities for elaborating GHG inventories is robust and will support the transitions from outputs to impact. During the implementation of the CBIT Project, Peru made progress in putting in place arrangements for national and subnational authorities to report investments in climate action. By the time of this writing, all 24 department authorities in Peru and authorities in twelve sectors were reporting investments in climate actions (paragraph 156). The arrangements for reporting investments in climate actions by the public sector will most probably evolve and improve over time but are solid enough to support the various transitions from outputs to impact. On the flip side, the progress in defining arrangements and allocating responsibilities for reporting investments in climate actions by the private sector made little progress during the implementation of the CBIT Project, and these are not sufficiently elaborated to support the transition from outputs to outcomes and from these to the intermediate state and impact. Likewise, the Project was unsuccessful in developing the capacities needed for the elaboration and use of GHG emissions projections. Peru does not have robust arrangements that define the roles and responsibilities required for this function. In conclusion, driver 1 is mostly, but not entirely in place to support the transitions from output to outcomes, from outcome to the intermediate state, and from the intermediate state to impact.

168. Driver 2. Information needed to use the GHG emissions factors developed with support from the Project is available to stakeholders. Driver 2 is relevant for transitioning from output 1.1. to outcome 1. MIDAGRI was fully engaged in the elaboration of the emissions factors for enteric fermentation from dairy cattle. The results are available to MIDAGRI for the elaboration of inputs to upcoming GHG inventories. MIDAGRI is planning to use

[96] MINSA. *Resolución Ministerial N° 599-2022-MINSA*. 11 August 2022.
[97] MINAM. Pautas para la Elaboración de Inventarios Regionales de Gases de Efecto Invernadero. September 2022.

the emissions factors while elaborating inputs to upcoming GHG emissions inventories.[98] Driver 2 is in place.

169. Driver 3. Resources for the implementation of the M&E system for climate change adaptation actions in the health sector can be identified and mobilized. Driver 3 is relevant for transitioning from outcome 2 to the intermediate state. MINSA incorporated inputs to the M&E system for adaptation action in the health sector into a roadmap for a multi-sectorial M&E system to track progress in implementing adaptation measures in the Peruvian NDC. Financing M&E systems to track the implementation of adaptation actions is an eligible activity under various international climate finance sources, including CBIT, the Readiness and Preparatory Support Programme of the Green Climate Fund (GCF), and others. MINAM is exploring options to secure the resources needed to implement the M&E system. Driver 3 is in place.

170. Driver 4. Capacities, tools, and approaches developed with support from the Project can be replicated in other sectors and institutions. Driver 4 is relevant to the transition from the intermediate state to impact. The approach by the health sector to developing and adopting a plan for the implementation of climate change actions, designing an M&E system to track these actions, and engaging with subnational authorities provide a valid blueprint that can be replicated by other sectors with responsibilities for the implementation of climate actions included in Peru´s NDC. Likewise, the process for elaborating national GHG emissions factors can be replicated to produce other emissions factors to improve the accuracy of Peru´s GHG inventories. As discussed in paragraph 127, the Project´s approach and tools for capacity building could be improved in future initiatives to ensure that capacity-building activities and materials are better formulated and more readily available to additional audiences. Still, driver 4 is in place.

171. Assumption 2. Staff turnover does not erode institutional capacities gained with support from the Project. Assumption 2 is relevant for the change from output to outcomes 1 – 3, from outcomes to the intermediate state, and from the intermediate state to impact. High political instability in Peru affects the retention of qualified public servants and will continue to harm efforts to build and retain capacities. High staff turnover is a risk to current and future efforts to build Peru's capacities under the ETF. However, initiatives like the CBIT Project can manage this risk by developing high-quality, easily accessible training materials, guidelines, and procedures to facilitate the onboarding of incoming staff with climate planning, implementation, and reporting responsibilities. However, this review concluded that one weakness of the CBIT Project was related to the lack of high-quality training materials produced by the Project that could continue to be used by government staff in Peru following the project's end (see paragraph 127 and the discussion of driver 4, above). Assumption 2 partially holds.

172. Assumption 3. Partnerships (i.e., collaboration modalities) to strengthen climate action planning, monitoring, and reporting are formalized. Assumption 3 is relevant to the changes from outcomes 1 – 3 to the intermediate state and from this to impact. The approach followed by the health sector, which engages with subnational authorities to implement climate actions and strengthen collaboration with MINAM, is deemed valid and effective in supporting the ETF implementation in Peru's health sector. Equivalent approaches can be replicated by other sectors responsible for Peru's climate action. The collaboration modalities for the preparation of inputs to Peru's GHG inventories are in place and effectively supported the elaboration of the 2019 inventory. Likewise, collaboration modalities for reporting investments in climate action have contributed effectively to all departments and more than 30 sectoral entities of the national government reporting investments in climate action. However, similar arrangements for

[98] Interviews with project stakeholders.

reporting investments by the private sector are not in place. A partnership with an international organization with expertise in projections of GHG emissions would help Peru develop the capacities and procedures to mainstream this function among sectoral authorities with climate planning responsibilities. Assumption 3 partially holds.

173. To assess the likelihood of impact, the conclusions regarding the achievement of outcomes are recapitulated here: outcome 1 is achieved; outcome 2 is fully achieved; and outcome 3 is partially achieved.

174. The intermediate state in the reformulated ToC was partially achieved (i.e., sectoral and subnational governments in targeted sectors and the private sector participate in climate action planning, implementation, monitoring, and reporting). For instance, the health sector has adopted a plan to implement and report climate change adaptation measures included in the NDC. Also, sectoral authorities are actively preparing and submitting inputs to national GHG inventories on schedule. Still, the public sector has not yet developed the capacities needed to produce and use projections of GHG emissions, and the public sector is not meaningfully engaged in reporting investments in climate change.

175. Based on this assessment and supported by UNEP's tool for assessing the likelihood of impact (reproduced in Figure 8), the impact of the CBIT Project is deemed likely.

Figure 8. Assessment of the likelihood of impact

		Likelihood of impact					
		HU	U	MU	ML	L	HL
Drivers to support transition from Outputs to Project Outcomes are …	Partially in place		1	1			
Assumptions for the change process from Outputs to Project Outcomes …	Partially hold		1	1			
Proportion of Project Outcomes fully or partially achieved?	All						1
Which Project Outcomes? (the most important to attain intermediate states / impact or others)	The most important to attain intermediate states/impact				1	1	1
Level of Project Outcome achievement?	Partial		1		1		
Drivers to support transition from Project Outcome(s) to Intermediate States are …	Partially in place				1	1	
Assumptions for the change process from Project Outcomes to Intermediate States …	Partially hold				1		
Proportion of Intermediate States achieved?	All						1
Level of Intermediate State achievement?	Partial					1	
Drivers to support transition from Intermediate States to Impact are …	Partially in place					1	
Assumptions for the change process from Intermediate States to Impact …	Partially hold					1	

OVERALL RATING

LIKELY

176. **Achievement of Likelihood of Impact: Likely.**

Rating for Effectiveness: **Satisfactory**

E. Financial Management

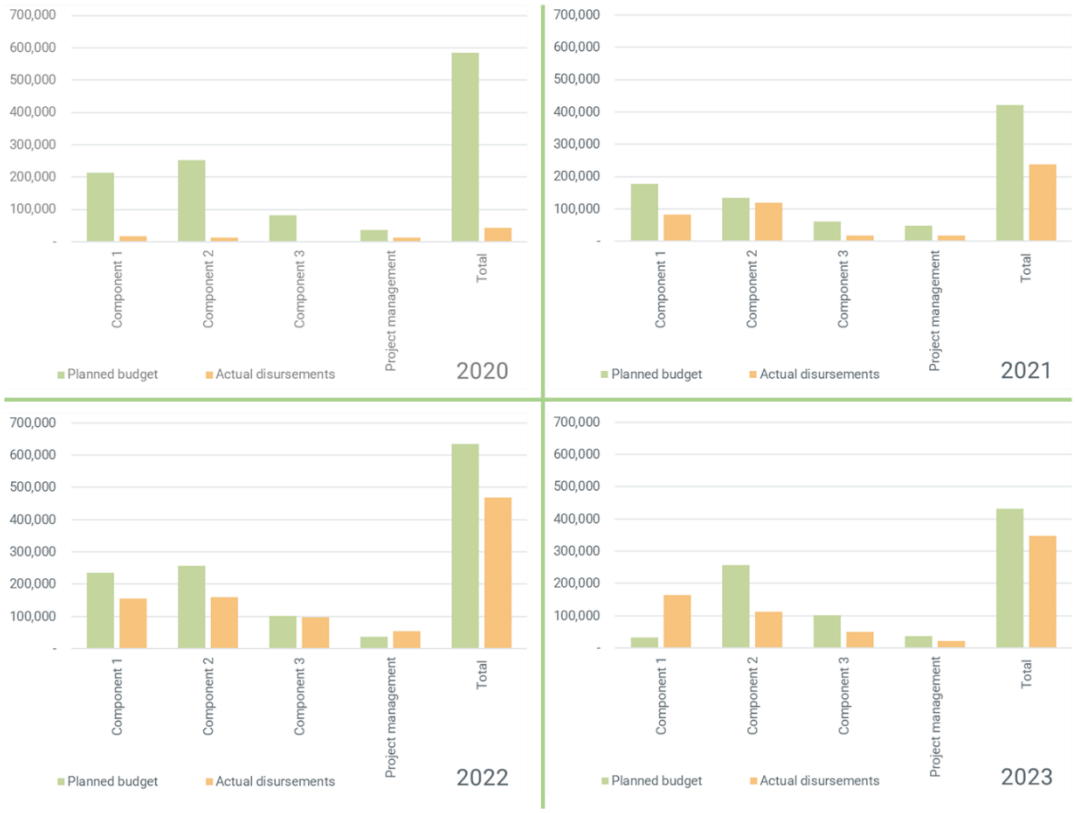
Adherence to UNEP's Financial Policies and Procedures

177. UNEP's financial management followed the organization's policies and procedures. Initial shortcomings in financial planning and reporting were overcome with technical backstopping and training sessions delivered by the CM-Unit to members of the project

team at UNEP LACO and MINAM. The project team produced bi-annual reports of total and annual budgets and actual expenditures disaggregating values by component, budget category and individual budget items. Reports included helpful explanations of expenditures incurred in the reporting period and justifications for deviations, as applicable. Expenditure reports were signed and dated by the project manager and task manager at UNEP´s LACO (executing entity). Reports were also dated and certified by UNEP´s programme manager and administrative officer at the CM-Unit (Implementing entity). A project revision was approved on 30 July 2021, extending the project implementation period until 28 February 2024 and updating the project budget.[99]

178. Annual disbursements, per component and for the whole project, were consistently below annual budgets. This feature of the implementation of the CBIT Project improved over time, but the discrepancies between planned budgets and actual disbursements persisted until the end of project implementation. The ratio of annual disbursements to planned budgets increased from 7% in 2020 to 81% in 2023. Figure 9 shows annual disbursements vs. actual disbursements for each component and the total project from 2020 to 2024.

Figure 9. Planned vs. actual disbursements 2020 – 2023 [US$]



179. The significant discrepancies between annual planned budgets and actual disbursements reflect the challenges related to procurement processes that the CBIT Project experienced during implementation, especially processes that involved negotiating and finalising the SSFA with FDA. Under those circumstances, it would have been appropriate for the project team to prepare and request regular budget revisions to better reflect the project's financial resources needs.

[99] The information on the extension approved in 2021 that was available to the TR was unclear on whether the updated completion date was 28 February 2023 *or* 2024. The project team at UNEP CM-Unit confirmed that the approved extension covered the period until 28 February 2024. Source: email communication with UNEP CM-Unit project team.

180. The stakeholders interviewed for this TR reported no delays or other issues regarding the disbursement of funds.

181. **Rating for Adherence to UNEP's Financial Policies and Procedures: Moderately Satisfactory**

Completeness of Financial Information

182. The financial information made available for this review included a detailed budget at project approval, revised budgets (dated July 2021 and February 2024) and annual financial reports for 2020 – 2024. No evidence of fund transfers from GEF to UNEP, and from UNEP to implementing partners was available for this review. No financial reports by the FDA were made available to the reviewer. No financial audits were required for the CBIT Project, and none were conducted.

183. UNALM/FDA provided a signed letter stating the amount, type and destination of the co-financing resources contributed by the foundation to the implementation of the CBIT Project.[100] Co-financing resources by UNALM/FDA were used to offset costs related to laboratory work required for the elaboration of emissions factors for enteric fermentation. No similar proof of cofinancing from MINAM (or MINSA) was available.

184. **Rating for Completeness of Financial Information**: **Moderately Satisfactory**

Communication Between Finance and Project Management Staff

185. UNEP, through the CM-Unit, supported the financial planning, monitoring, and reporting of the CBIT Project. Interviews with UNEP staff members indicated that communications on matters related to the financial management of the grant were periodic. Some financial management and reporting issues identified at the start of project implementation were addressed through training and backstopping provided by the CM-Unit. No other major issues were identified during project implementation.

186. **Rating for Communication Between Finance and Project Management Staff: Satisfactory**

187. Table **14** provides a summary of the findings of the assessment of the financial management of the CBIT Project.

Table 14. Financial Management Table

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		**MS**	Discrepancies between annual planned budgets and actual disbursements were not sufficiently addressed by timely budget revisions.
Any evidence that indicates shortcomings in the project's adherence[101] to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information[102]:		**MS**	
Provision of key documents to the reviewer (based on the responses to A-H below)			
A.	Co-financing and project cost's tables at design (by budget lines)	Yes	At project approval, a project budget disaggregated by year, component, and

[100] Letter by UNALM to the project manager dated 12 February 2024.
[101] If the Review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.
[102] See also document 'Criterion Rating Description' for reference

			budget category was completed. The budget included entries for individual contracts and budget items. MINAM and UNALM/FDA co-financing letters at project approval were included as an annex to the ProDoc.
B.	Revisions to the budget	Yes	Budget revisions were available.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	A signed SSFA with FDA and a signed ICA between LACO and the CM-Unit were available.
D.	Proof of fund transfers	No	No proofs of fund transfers from GEF to UNEP´s CM-Unit, from this unit to UNEP´s LACO or to UNALM/FDA were available.
E.	Proof of co-financing (cash and in-kind)	Partially	A letter by UNALM/FDA stating the amount, type and destination of the co-financing resources contributed was available. No similar evidence of co-financing from MINAM (or MINSA) was available.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Annual expenditure reports disaggregated by year, component and budget category were available for 2020 – 2024. Reports included expenditures at the level of individual contracts and budget items.
G.	Copies of any completed audits and management responses *(where applicable)*	N/A	No financial audits were required.
H.	Any other financial information that was required for this project (list):	N/A	No other information was required.
2. Communication between finance and project management staff		S	UNEP and project staff interviewed for this terminal review reported periodic and effective communications between financial management staff and the project team. Initial shortcomings in financial management and reporting were addressed through training and technical backstopping provided by the CM-Unit
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		S	
Overall rating		S	

Rating for Financial Management: Satisfactory

F. Efficiency

188. The CBIT Project was approved in April 2019 with an original duration of 36 months and an expected closing date of April 2022. Actual implementation started in March 2020 and most project staff was hired during the period 2022 – 2023. As discussed in section E and shown in Figure 9, disbursements during 2020 and 2021 were only a fraction of the planned budget and most disbursements were completed in 2022 and 2023.

189. A project revision was approved on 14 July 2021, extending the project implementation period until 28 February 2024 and updating the project budget and workplan.[103] A second project revision was approved on 14 February 2024.

190. Activities for the elaboration of emissions factors for enteric fermentation of dairy cattle were originally scheduled to start by the second month of project implementation, but the SSFA with FDA was only signed in May 2022.

191. The three components of the CBIT Project were relatively independent of each other, therefore sequencing of activities was not a significant challenge. Still, given the changes to the project scope, especially under outputs one and three, the original project workplan (included in Annex K of the ProDoc) was not implemented as planned. No updated workplan was prepared and approved during project implementation.

192. The CBIT Project collaborated effectively with staff from MINAM, MIDAGRI and MINSA, and with related initiatives supported by the NDC Partnership, IKI and others. These collaborations contributed to expanding the scope of the results of the Project and to increasing the country's ownership over these results.

Rating for Efficiency: Moderately Unsatisfactory

G. Monitoring and Reporting

Monitoring Design and Budgeting

193. The ProDoc included in Part II, section C, a short discussion of the Project's M&E. However, this section of the ProDoc was relatively weak, as the discussion was limited to the introduction of PIRs as a reporting tool to be used during project implementation, and a lengthy description of the TR to be conducted by the end of the project. In Annex I, the ProDoc included a table with budgeted M&E-related activities and milestones. However, the budget included only GEF funds for an inception workshop and a TR. No budget for setting a baseline and for tracking the progress of capacity-building activities was set aside. No mid-term review was foreseen and the budget for the TR was adequate.

194. No stand-alone M&E plan was available at the project start, nor was one produced during the implementation of the CBIT Project. The project team developed a tool to track the implementation of individual activities and the delivery of products. However, this tool did not elaborate on the definitions and monitoring approaches to track and report indicators for the objective and outcomes (indicators A – F in the PRF). This review concluded that a detailed M&E plan was needed, given that some indicators and targets in the PRF were not directly measurable (e.g., indicator A) or were missing key details (e.g., indicators B and C, see discussion in paragraphs 161 - 162 and 145 - 145, respectively). Also, the PRF did not include indicators, targets or means of verification at

[103] The information on the extension approved in 2021 that was available to the TR was unclear on whether the updated completion date was 28 February 2023 *or* 2024. The project team at UNEP CM-Unit confirmed that the approved extension covered the period until 28 February 2024. Source: email communication with UNEP CM-Unit project team.

the output level. In addition, a stand-alone M&E plan would have assigned responsibilities for data collection and reporting of individual indicators.

195. The details on M&E in the ProDoc followed UNEP´s standard practice, and the document was approved by both GEF and UNEP. Other projects financed by CBIT and implemented with support by UNEP have not elaborated a stand-alone M&E plan. This TR concluded that this practice could be improved in the future, requiring CBIT-financed projects to elaborate detailed M&E plans to guide project implementation and improve M&E.

196. **Rating for Monitoring Design and Budgeting: Moderately Satisfactory**

Monitoring of Project Implementation

197. As stated in paragraph 194, no stand-alone monitoring plan was developed during project implementation. Project monitoring and reporting were done against the PRF in the ProDoc. This approach was a key weakness of the CBIT Project, especially concerning the monitoring, reporting and assessment of the Project's objective.

198. The CBIT Project was a capacity-building project with an objective, outcomes, and indicators defined in terms of the capacities required to facilitate the adoption of the ETF by Peru. However, the Project did not develop an explicit and well-structured capacity development plan that would guide the implementation, reporting and assessment of the progress of the Project. Such a plan would have included the definition of, for example:

    (i) the skills that were to be developed (e.g., skills required for the elaboration and use of projections of GHG emissions *and/or* skills for the elaboration of inputs to GHG inventories);

    (ii) the target audiences for capacity-building activities (e.g., authorities of the sectors prioritized in the ProDoc, *and/or* sectoral authorities of *any other* sector, *and/or* the general public);

    (iii) a baseline to track the progress of capacity-building actions (e.g., the number of staff of targeted authorities that are proficient in the use of methodologies and tools for the elaboration of GHG inventories);

    (iv) the training methods and products to be used (e.g., guidelines, operation manuals, in-person training, and/or online training, etc.);

    (v) the tools for monitoring progress developing capacities (e.g., self-assessments, capacity needs assessments, etc.); and,

    (v) requirements for engaging with and tracking results for training activities involving women, and other vulnerable or marginalized groups

199. Without a plan to deliver, monitor and assess capacity-building activities, the CBIT Project failed to maintain focus on the specific skills it was expected to develop. For example, the Project initially reported approximately 70 capacity-building events with over 6,000 participants, many of which were on topics that, while relevant to climate action in Peru, were not directly related to the objectives of the CBIT Project, as defined in the ProDoc. This review concluded that not developing a capacity-building plan to guide and track the progress of capacity-building activities was a significant shortcoming of the CBIT Project and a key lesson learned from this TR that may guide the design and implementation of future projects financed by GEF´s CBIT.

200. The ProDoc of the CBIT Project included a detailed workplan and this was updated during project revisions (not annually).

201. Funds allocated to the inception workshop were not needed and the TR was completed below the cost estimated in the ProDoc. No mid-term review was planned, and none was conducted.

202. The project team did not update and report progress using the GEF CBIT Tracking Tool.[104]

203. **Rating for Monitoring of Project Implementation: Moderately Unsatisfactory**

Project Reporting

204. The Project completed four annual PIR reports (2020 – 2023), four half-yearly progress reports (HYPR) (2020, 2021, 2022 and 2024), and a terminal report. The drafting of reports was often confusing and lacked proofreading. Reports often included information that was not directly relevant to the project objectives (e.g., training to young negotiators, workshops on hydrogen, green bonds, and carbon markets, etc.) while at the same time missing to report the status of key activities and project results (e.g., status of the proposed collaboration with UNEP DTU for the implementation of activities related to projections of GHG emissions).

205. The reports were also unclear on the specific role of the CBIT Project in delivering the results listed in PIR and the final reports. While coordination and collaboration with related initiatives are always encouraged as they can contribute to more ambitious results, it is still important that the attribution of results is communicated transparently. However, this review noted shortcomings related to how these collaborations were discussed in project reports. In many instances, it was unclear the role that the CBIT Project had in producing certain products, raising questions on attribution and potential duplication of efforts (see details in section D of this report). Examples of such instances included the elaboration of a report on projections of GHG emissions, the design and reporting of new mitigation actions, a guideline for including gender considerations in NDCs, and various awareness-raising and training activities.

206. Monitoring and reporting obligations were detailed in the ICA entered by UNEP´s CM-Unit and LACO.

207. **Rating for Project Reporting: Moderately Satisfactory**

Rating for Monitoring and Reporting:	**Moderately Satisfactory**

H. Sustainability

Socio-political Sustainability

208. The sustainability of the Project's outcome is highly dependent on political factors driven by the level of interest and priority given to climate action by national and subnational authorities in Peru. Currently, that interest and priority are at a high level, as Peru is actively committed to international negotiations under the UNFCCC and is meeting its obligations under the Convention and the Paris Agreement. For example, in December 2020, Peru submitted the UNFCCC an updated NDC and, in June 2023, their third BUR. At the national level, Peru adopted in 2018 a climate change law (Law 30754) and, the next year, a rulebook to guide the implementation of the Law. Likewise, in 2021, Peru adopted a NAP that is aligned with the NDC. As discussed in paragraphs 93 - 95, these policies and plans are in line with the objectives of implementing an enhanced ETF to keep track and communicate the implementation of Peru's climate actions. In January 2022, the Government of Peru declared that climate action was a national priority and issued

[104] GEF CBIT Tracking Tool. 2017. Available under <https://www.thegef.org/documents/gef-cbit-tracking-tool-gef-6>.

instructions to various line Ministries and government agencies to accelerate the implementation of actions included in the NDC.[105]

209. The Government of Peru has taken concrete actions to contribute to the sustainability of individual project outcomes. For example, MINSA adopted a plan for the implementation of climate adaptation actions included in Peru´s NDC.[106,107] The plan was elaborated with support from the CBIT Project. Likewise, the Government of Peru issued requirements for government entities at the national and subnational levels to report investments in climate action.[108] This requirement provides the legal background to efforts to improve the reporting of investments in climate action by government entities.

210. **Rating for Socio-political Sustainability: Highly Likely.**

Financial Sustainability

211. Inputs to implement and strengthen the ETF in Peru are highly dependent on external sources of financing. These inputs include training to government staff, elaboration of national emissions factors, implementation of the M&E system for adaptation action, etc. Fortunately, there are sources of international climate finance that support national efforts to implement the ETF, including GEF´s CBIT and enabling activities, the NDC Partnership, the GCF and others. Peru is actively engaged with the NDC Partnership, has already indicated an interest in a follow-up project under CBIT, and has received funding from GFC's Readiness Programme for, inter alia, improving the M&E system for investments in climate action[109]. This external context favours the financial sustainability of the Project´s outcomes, especially concerning the need to replicate results in sectors not targeted directly by the CBIT Project.

212. Peru is incorporating some functions related to the implementation, monitoring and reporting of climate actions into the routine responsibilities of national and subnational governments (see details in paragraph 214). This approach reduces the dependency on external funding and improves the likelihood of the financial sustainability of the Project´s outcomes.

213. **Rating for Financial Sustainability: Likely.**

Institutional Sustainability

214. The Government of Peru has made efforts to incorporate responsibilities on climate action implementation and reporting into the role of government officials at the national and subnational levels. Examples of these efforts include the roadmap for the implementation of climate actions in the health sector that engages subnational health authorities (DIRESAS and GERESAS), the implementation of reporting requirements related to investments in climate action, and the engagement with sectoral and subnational authorities for the elaboration of inputs to national GHG inventories. Incorporating ETF-related functions in the routine operations of the various Ministries, agencies and subnational governments of Peru is a key step to ensure the

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[105] Government of Peru. *Decreto Supremo No. 003-2022-MINAM. Decreto Supremo que declara de interés nacional la emergencia climática*. January 2022. Available under: <https://cdn.www.gob.pe/uploads/document/file/2783102/DS.%20003-2022-MINAM.pdf.pdf?v=1643122381>

[106] MINSA. Resolución Ministerial N.° 599-2022-MINSA. Available under <https://www.gob.pe/institucion/minsa/normas-legales/3333142-599-2022-minsa >

[107] MINSA. Programación tentativa de las Contribuciones Nacionalmente Determinadas en Adaptación frente al Cambio Climático del Ministerio de Salud al 2030. n.d. Available under <https://cdn.www.gob.pe/uploads/document/file/3493095/Documento%20T%C3%A9cnico.pdf?v=1660232113>.

[108] Government of Peru. *Decreto Supremo No. 013-2019-MINAM. Decreto Supremo que aprueba el reglamento de la Ley N°30,754*. December 2019. Available under: <https://www.gob.pe/institucion/minam/normas-legales/395204-013-2019-minam>

[109] GCF. Approved Readiness Proposal. Mobilizing International Climate Finance and Private Investments for Low-Carbon and Climate Resilient Development in Peru. Available under: <https://www.greenclimate.fund/document/mobilizing-international-climate-finance-and-private-investments-low-carbon-and-climate>

institutionalization of the framework and improve the institutional sustainability of the Project's results.

215. MINAM is currently finalizing a plan for the implementation of a multi-sector M&E system for climate action. Results from the CBIT Project under outcome 2 were incorporated into this plan. MINAM is currently assessing options to secure financing for the implementation of the system, including sources of international climate finance.

216. The CBIT Project also supported the establishment of Peru´s High-Level Commission on Climate Change. Among others, the commission is responsible for reporting on the implementation of Peru´s NDC.

217. Efforts by the GIP-NDC to improve the availability of information on climate action by the private sector rely on the availability of personnel to provide technical assistance to private sector companies that are willing to provide information on their climate actions. The availability of such personnel has not been secured.

218. Political instability and staff turnover remain a pervasive risk to the institutional sustainability of the Project's results. Future efforts to strengthen the ETF in Peru will need to monitor the risk and implement appropriate risk management measures.

219. **Rating for Institutional Sustainability: Likely.**

Rating for Sustainability (Likelihood): Likely

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

220. The CBIT Project was approved by GEF's CEO on 19 March 2019 and by UNEP on 9 April 2019. The Project started implementation on 26 April 2019 and the first disbursement was completed on 21 May 2019. However, the project manager was not hired until January 2020 and the inception workshop and first PSC meeting were held in March 2020. These project milestones in early 2020 coincided with the outbreak of the COVID-19 pandemic, further challenging the start of project activities. No additional experts were brought on board during 2020 as the first contracts with project consultants were only signed in February 2021.

221. An ICA between LACO and the CM-UNIT was timely signed in April 2019. However, an SSFA with FDA was only finalized in May 2022. A proposed agreement with UNEP DTU for the implementation of activities on projections of GHG emissions was never finalized due to changes in the priorities of UNEP DTU.

222. The PSC included members from MINAM, MIDAGRI, MINSA, MEF, LACO, and the CM-UNIT, which was a good representation of the Project's key partners. The PSC adopted adequate rules and modalities (*Reglamento de Funciones del Comité Directivo de CBIT*) that stipulated the membership of the committee, their responsibilities, and basic procedures for meetings.

223. An environmental, social and economic safeguards screening, completed during project preparation, had deemed the Project as low risk. Given the scope of the Project, no update to that assessment was necessary. A stakeholders' analysis completed during project preparation was not updated. Such an update would have improved the focus of capacity-building activities, especially under outcomes 1 and 3.

224. **Rating for Preparation and Readiness: Moderately Satisfactory.**

Quality of Project Management and Supervision

225. The responsibilities and reporting lines of UNEP's LACO and UNEP´s Climate Change Division were stipulated in an ICA entered into by UNEP´s LACO and the CM-Unit on 9 April 2019. The ICA states that the CM-Unit would have the role of GEF Implementing Agency and be responsible for project supervision and liaison between UNEP and the GEF Secretariat. Also, the CM-Unit would be represented in the PSC. Similarly, the ICA entrusted LACO with the executing responsibilities over the CBIT Project, including the hiring and supervision of consultants, firms and other parties, and the procurement of goods and services needed for the delivery of the project´s outcomes, outputs, and products. The management of financial resources, except those required for the terminal review, was entrusted to LACO. The ICA included a detailed overview of reporting requirements and responsibilities.[110] The ICA was amended in July 2021 to extend its duration for an additional 10 months, until February 2024.[111] Stakeholders interviewed for this TR indicated that the input from the CM-Unit was relevant and timely.

226. A PSC was convened and adopted rules and modalities that stipulated the membership of the committee, their responsibilities, and basic procedures for meetings (see paragraph 220). While the PSC originally planned to meet at least twice every year[112], meetings were held only once a year from 2020 to 2024 (except in 2021, when no meetings of the PSC were held). In total, the PSC met four times on 12 March 2020, 1 April 2022, 14 April 2023, and 9 February 2024. At these meetings, the PSC assessed and discussed progress reports, annual work plans and budgets. However, changes to the scope of project activities or the budget were not recorded in the meetings of the PSC (e.g., changes to the scope of outcomes 1 or 3).

227. All stakeholders interviewed for this review rated the project team's inputs as relevant and timely. The CBIT Project had only one project manager from start to end and the staff changes at LACO were managed adequately with no disruption to project management and oversight. The competence and commitment of the project manager were often praised by stakeholders interviewed for this TR. The project team was trained on procurement processes to manage the risk of project delays due to complex administrative processes.

228. This TR concluded that the project team's adaptive project management had shortcomings. Key changes to the Project scope were not adequately reflected in project revisions and reporting. Also, some emerging risks were not effectively identified and acted on. An example of these were changes to the original scope of outcome 1 on building capacities for the elaboration and use of projections of GHG emissions and the obstacles to the finalization of an agreement with UNEP-DTU for the implementation of these activities. Similarly, changes to the approach to the private sector under outcome 3 should have triggered a revision to project activities and a better presentation of the challenges and proposed changes in project reporting.

229. Staff from UNEP LACO conducted supervision missions, meeting with project stakeholders at MINAM and other participating Ministries.

230. Rating for Quality of Project Management and Supervision, UNEP CM-UNIT/Implementing Agency: Satisfactory

231. Rating for Quality of Project Management and Supervision, UNEP LACO/MINAM Executing Agency: Satisfactory

232. **Rating for Quality of Project Management and Supervision: Satisfactory**

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[110] UNEP. Internal Cooperation Agreement (ICA) for the Medium-Size Project. 9 April 2019.
[111] UNEP. Amendment No 1 to the Internal Cooperation Agreement (ICA). 30 July 2021.
[112] *Reglamento de Funciones del Comité Directivo de CBIT*. n.d.

Stakeholders Participation and Cooperation

233. The ProDoc of the CBIT Project had a comprehensive and sound stakeholders' analysis. The implementation of the Project would have benefitted from regular updates to this analysis to improve the targeting of beneficiaries of capacity-building efforts under outcomes 1 and to inform decisions to redirect actions to promote reporting of investments in climate action by the private sector under output 3.1.

234. Efforts by the project team to ensure ownership of the Project's activities and results were very successful. Evidence of that was MIDAGRI's active participation in the development of emissions factors for enteric fermentation and the decision to use this information in upcoming inputs to Peru's GHG inventories. Similarly, MINSA and subnational health authorities led the process to revise and update the climate change adaptation actions in the health sector and the design of the M&E system to track their implementation. Lastly, the process to improve the reporting of investments by public sector entities was driven by MEF and exceeded the expected results in terms of entities reporting this information. Interviews completed for this TR confirmed that the communication and coordination between these stakeholders and the project team was effective and timely.

235. The Project, in collaboration with other initiatives, supported the implementation of three relevant climate action coordination mechanisms in Peru:

    a. High-Level Commission on Climate Change (*Comisión de Alto Nivel de Cambio Climático*): The Commission is responsible for recommending climate change mitigation and adaptation measures to be included in Peru's NDC. The Commission is integrated by thirteen Ministries, the President of the Council of Ministers, Peru's planning agency, and representatives from subnational and local governments.[113]

    b. Indigenous Peoples Climate Platform (*Plataforma de los Pueblos Indígenas para enfrentar el Cambio Climático* (PPICC)): The Platform is a coordination and information mechanism to engage with Indigenous Peoples in the identification, implementation and monitoring of climate action. MINAM, the Ministry of Culture and representatives from seven organizations of Indigenous Peoples of Peru are members of the Platform.[114]

    c. National Committee on Women and Climate Change (*Comité Nacional de Mujeres y Cambio Climático* (CONAMUCC)). The committee is a consultation and information mechanism to engage with women and women organizations in climate action.[115]

236. **Rating for Stakeholders Participation and Cooperation: Satisfactory.**

Responsiveness to Human Rights and Gender Equality

237. Peru has adopted an agenda, action plan, and guidelines for the incorporation of gender considerations in the country´s climate change policies and actions, including the design and implementation of the NDC. The process has been supported by various development partners, including EUROCLIMA+, the Climate & Development Knowledge Network (CDKN), and the Spanish International Cooperation Agency (*Agencia Española de Cooperación Internacional para el Desarrollo* (AECID)). The CBIT Project contributed to this agenda by, inter alia, mainstreaming gender consideration in Peru's NAP and

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[113] MINAM. *Decreto Supremo N. 006-2020-MINAM*. 3 July 2020. Available under <https://www.gob.pe/institucion/minam/normas-legales/1212164-006-2020-minam>.
[114] MINAM. *Resolución Ministerial N. 197-2020-MINAM*. 29 September 2020. Available under <https://cdn.www.gob.pe/uploads/document/file/1329607/RM.%20197-2020-MINAM.pdf?v=1601560509>.
[115] MINAM. *MINAM instala el Comité Nacional de Mujeres y Cambio Climático*. Press release, 8 September 2020. Available under <https://www.gob.pe/institucion/minam/noticias/301025-minam-instala-el-comite-nacional-de-mujeres-y-cambio-climatico>.

National Climate Change Strategy, supporting the establishment of a national committee on women and climate change (*see paragraph 235.c*) and preparing a short concept note on approaches to integrate considerations on gender, minorities and vulnerable groups in climate action in Peru.[116]

238. The Project provided technical assistance to the PPICC, a mechanism to facilitate the participation of Indigenous Peoples in the planning and monitoring of climate action in Peru (see paragraph 235.b.). In the context of the collaboration with this platform, the CBIT Project delivered a virtual training session on interculturality and climate change.

239. The Project did not prepare a gender action plan but followed the gender guidelines issued by MINAM, including Peru´s gender and climate change action plan.[117] The project team included an expert responsible for mainstreaming issues on gender, Indigenous Peoples, and social inclusion in project activities.

240. Indicators used to monitor the implementation of climate action in the health sector (output 2.2., outcome indicator F) included considerations on gender.

241. In most cases, training activities collected gender-disaggregated information on participants.

242. The CBIT Project was not given a gender score at project appraisal and approval.

243. **Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory**

Environmental and Social Safeguards

244. The ProDoc included in annex O an environmental, social and economic safeguards screening report that concluded that the Project was low risk. During project implementation, the project team monitored safeguards-related risks and reported findings in PIR reports. No safeguards-related risks emerged during project implementation, and this TR deemed the approach appropriate.

245. The project team followed social distancing and other preventive measures adopted in response to the COVID-19 pandemic. These restrictions limited grant activities that required travel. These limitations on travel had the unintended consequence of reducing the project's carbon footprint.

246. **Rating for Environmental and Social Safeguards: Satisfactory.**

Country Ownership and Drivenness

247. Interviews with project stakeholders confirmed that the CBIT Project was actively led by MINAM. The project team was hosted in MINAM´s offices and there was active engagement with MINAM staff throughout the implementation of the Project.

248. The three Ministries that were key to the implementation of the Project, MIDAGRI, MINSA and MEF, were fully engaged and took ownership of the processes to produce project results. The most important project results were endorsed by these entities (see details in paragraph 234).

249. Project partners initiated complementary activities that were not originally included as part of the expected results of the CBIT Project. For example, MINSA moved forward with the creation of a climate change and health observatory[118,119], and MIDAGRI used their

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[116] MINAM. *Nota concepto. Integración de los enfoques transversales en la Gestión Integral del Cambio Climático (GICC)*. 2023.
[117] MINAM. *Plan de Acción en Género y Cambio Climático del Perú.* 2020. Available under: <https://cdn.www.gob.pe/uploads/document/file/581517/PAGCC_amigable.pdf >
[118] MINSA. CDC Perú lanza primer observatorio virtual de clima y salud. Press release 11 April 2022. Available under: <https://www.dge.gob.pe/portalnuevo/informativo/prensa/cdc-peru-lanza-primer-observatorio-virtual-de-clima-y-salud>.
[119] The observatory is hosted by MINSA and is available under: <https://app7.dge.gob.pe/maps/clima-salud/>

own resources to produce a video on methane emissions from enteric fermentation.[120] The video is informative and of high quality, but it is not available online.

250. MINAM and MINSA provided co-financing resources that contributed to the Project's objectives (see paragraph 183).

251. **Rating for Country Ownership and Drivenness: Highly Satisfactory.**

Communication and Public Awareness

252. The CBIT Project did not develop a project-specific communications strategy but adhered to MINAM´s communication policies and guidelines, including an NDC-specific communication strategy. Communications with key audiences, including staff at participating Ministries and subnational health authorities, were direct through frequent remote and in-person meetings and workshops. Given the Project´s objectives on capacity building, this TR deemed this approach adequate and effective.

253. The CBIT Project disseminated results on MINAM´s main website and a climate-specific site "*Nuestro Desafío Climático*"[121]. The latter site includes links to INFOCARBONO, the national registry of climate mitigation actions (RENAMI) and other initiatives and information tools. MINAM, MINSA and other government stakeholders periodically issued press releases informing of key milestones achieved with support from the CBIT Project. For example: (i) MINAM. Press release informing the adoption of guidelines for subnational GHG emission inventories,[122] (ii) MINSA. Press release informing the update to climate change adaptation measures in the health sector,[123] (iii) MINSA. Press release reporting a training session on climate change impacts on the health sector.[124]

254. The Project did not use the knowledge dissemination features available from the CBIT Global Coordination Platform.[125] The Project could have used these features to disseminate relevant project results.

255. The project team included an expert and an assistant in communications. These members produced press releases, social media postings, and various brochures and infographics of good quality, albeit some not directly relevant to the Project´s objectives.

256. **Rating for Communication and Public Awareness: Satisfactory.**

Rating for Factors Affecting Performance: Satisfactory

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

257. **Conclusion 1**. The objective of the CBIT Project was to develop Peru´s institutional and human capacities to meet the requirements of the ETF under the Paris Agreement. The capacities to be developed addressed three functions of Peru´s climate action planning,

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[120] MIDAGRI. *Factores de Emisión Específicos para la Fermentación Entérica del Ganado Vacuno Lechero del Perú*. Video.
[121] MINAM. *Nuestro Desafío Climático*. Website. Available under <https://nuestrodesafioclimatico.minam.gob.pe/>.
[122] MINAM. Aprueban "*Pautas para la Elaboración de Inventarios Regionales de Gases de Efecto Invernadero y sus anexos*". Press Release. 19 April 2022. Available under <https://www.gob.pe/institucion/minam/noticias/600590-aprueban-pautas-para-la-elaboracion-de-inventarios-regionales-de-gases-de-efecto-invernadero-y-sus-anexos>.
[123] MINSA. "*Minsa aprueba documento que establece la actualización de las medidas de adaptación frente al cambio climático*". Press release. Available under: <https://www.gob.pe/institucion/minsa/noticias/567154-minsa-aprueba-documento-que-establece-la-actualizacion-de-las-medidas-de-adaptacion-frente-al-cambio-climatico>.
[124] MINSA. "*Minsa organiza curso "Gestión de Riesgos en Salud asociados al Cambio Climático*". Press release. 3 May 2022. Available under: <https://www.gob.pe/institucion/minsa/noticias/604097-minsa-organiza-curso-gestion-de-riesgos-en-salud-asociados-al-cambio-climatico>.
[125] Climate Transparency Platform. Knowledge Centre. Website. Available under <https://climate-transparency-platform.org/knowledge-centre>.

monitoring and reporting: (i) developing inventories of GHG emissions, (ii) planning, implementing, monitoring and reporting climate change adaptation measures in the health sector, and (iii) quantifying and reporting investments for the implementation of the NDC by public and private sector entities. The CBIT Project achieved meaningful results in these areas, albeit with the following considerations:

a. The scope of outcome 1, on the development of capacities related to projections of GHG emissions (Outputs 1.2. – 1.4.), was adjusted during project implementation to focus instead on the development of sectoral and subnational GHG inventories. The development of GHG inventories is a key function under the ETF and stakeholders interviewed for this TR agreed that building capacities to develop sectoral and subnational GHG inventories was a priority for Peru. However, the scope change was not recorded in a revised ProDoc nor explicitly discussed and approved by the PSC and implementing agency. More importantly, the CBIT Project achieved meaningful results in building the capacities of line Ministries and subnational authorities for the elaboration of GHG inventories, supporting the elaboration of sectoral GHG inventories, and guidelines for the elaboration of subnational GHG inventories. This TR concluded that the change in scope was an appropriate adjustment to reflect the capacity development needs of Peru at the time of project implementation and that the results achieved under the revised scope were satisfactory. This TR also concluded that there were shortcomings in the adaptive project management function of the project team, as this change in scope would have required formal project revision and approval.

   Despite initial administrative delays, the CBIT Project implemented the activities to develop methane emissions factors for enteric fermentation of dairy cattle as planned (Output 1.1.). These activities were implemented with active participation from MIDAGRI and MINAM, and the results are of high quality. MIDAGRI, the main user of this product, plans to use the emissions factors in the upcoming GHG inventory and to develop additional emissions factors for other categories of GHG emissions (e.g., enteric fermentation of beef cattle). The emissions factors for enteric fermentation of dairy cattle are the first experience in Peru developing Tier II emissions factors that required fieldwork and are a relevant milestone for the improvement of GHG emissions inventories in the country.

b. The CBIT Project engaged with the health sector of Peru, which was a sector with little experience in climate action. The Project delivered all the proposed results under outcome 2, building the capacities of MINSA and subnational health authorities, supporting the elaboration of the climate action plan for the health sector (including a review of indicators), and designing the M&E system to track the implementation of the NDC in this sector. MINSA and MINAM have plans for implementing the M&E system and are exploring options to secure financing. Most notably, the CBIT Project contributed to the decision by MINSA to create a unit responsible for climate action planning and reporting and to the development of a health and climate change observatory. This TR concluded that the results of the CBIT Project under outcome 2 were highly satisfactory and were delivered following the ProDoc, sometimes even exceeding the scope of planned results (e.g. health and climate change observatory and climate change unit at MINSA).

c. The scope of activities under outcome 3 was revised during project implementation, and the results were comparatively modest. Initial plans to engage with private sector companies listed in the stock market did not move forward. Instead, the CBIT Project supported the activities of the GIP-NDC but achieved little results related to the reporting of investments in climate action by the private sector. During the implementation period of the Project, Peru made progress in reporting government entities' investments in climate action. However, given the limited scope of the

Project's activities under this outcome, the contribution of the CBIT Project to this result was limited.

258. **Conclusion 2**. **Key strategic question 1: How did the project contribute to Peru's planning and reporting processes under the UNFCCC?** The CBIT Project contributed to Peru's mitigation action planning and reporting processes under the UNFCCC by improving the technical and institutional capacities for elaborating GHG inventories by line Ministries and subnational authorities. Accurate and timely prepared inventories of GHG emissions are critically important inputs for planning and reporting climate action in NDCs, NCs, and BTRs. The Project also contributed to Peru's planning and reporting of adaptation action in the health sector by supporting MINSA and subnational health authorities in updating the action plan for implementing Peru's NDC in the health sector. The Project also contributed to the planning and design of Peru's M&E system for adaptation action. The M&E system, while still under development, is expected to provide relevant information to climate adaptation planning and reporting processes in Peru, including NDCs, NCs, and BTRs.

259. **Conclusion 3**. **Key strategic question 2: How replicable are the results on capacity development achieved by the project?** Activities by the CBIT Project to improve institutional capacities for the elaboration of GHG inventories focused on the line ministries responsible for the agriculture (MIDAGRI), energy (MINEM), forestry (MINAM/MIDAGRI), industry (PRODUCE), transportation (MTC), waste (MINAM), and wastewater (MINVIVIENDA/PRODUCE) sectors. These ministries and sectors effectively cover all the main categories of GHG emissions in Peru´s inventory. Capacities for elaborating GHG emissions inventories in these line Ministries improved with support from the CBIT Project. However, additional support is still required for these institutions to develop all the internal capacities to prepare and deliver periodically the inputs to GHG inventories they are responsible for without external support and resources.

260. The approach followed by the CBIT Project for the elaboration of methane emissions factors for enteric fermentation of dairy cattle can be replicated for the calculation of emission factors for other categories of cattle (e.g., beef cattle). MINAM is exploring options to pursue similar initiatives to elaborate emissions factors for other key categories of GHG emissions in Peru´s inventory (e.g., energy, waste and wastewater management, etc.).

261. Activities to support the design of an M&E system for adaptation action in the health sector were embedded in Peru´s plans for a multi-sector M&E system to track progress in implementing adaptation actions in the NDC. In the context of this plan, the agriculture, fisheries, forestry, and water sectors have also made progress in the design of the system. The approaches followed by the CBIT Project could be replicated to support the development of the M&E system by the two remaining sectors prioritized for adaptation action in Peru´s NDC: tourism and transportation.

262. In summary, the approaches by the CBIT Project to build capacities can be replicated in other sectors engaged in adaptation action (e.g., tourism and transportation) and categories of GHG emissions (e.g., beef cattle, energy and waste and wastewater management). Also, efforts to continue building capacities related to GHG emissions inventories must be maintained until the entities responsible develop additional internal capacities that reduce their reliance on external resources.

263. **Conclusion 4**. **Key strategic question 3: How did the project address risks to the permanence of gains in capacity development?** The Project contributed to organizational changes that built institutional capacities and improved the sustainability of capacity gains in some of the line Ministries that participated in project activities. For example, MINSA created a climate change unit responsible for the Ministry's climate-related activities. Also, MCT developed internal capacities to elaborate GHG emissions

inventories without the need for external resources. However, the CBIT Project elaborated too few tools to track and maintain gains in institutional capacities by participating entities. For instance, the Project did not adopt a capacity-building plan that defined priorities and means of verification for training activities. In addition, most of the capacity-building activities by the CBIT project (especially those related to GHG inventories) were based on a learning-by-doing approach and delivered few training materials that could remain available to stakeholders and be used following the Project's closure (an example of such material is the guidelines for GHG inventories by subnational authorities that was produced by the Project).

264. Stakeholders interviewed for this TR confirmed that the approach to capacity building followed by the CBIT Project met their needs and expectations. This TR also concluded that the Project contributed to improving the capacities of participating entities. Yet, this TR identified an opportunity for improvement by adopting a more structured approach to capacity building that could have included a capacity-building plan and a more balanced mix of learning-by-doing activities and elaborating capacity-building materials including training materials, guidelines, etc. Such an approach would have complemented the Project's results related to capacity building and contributed to the sustainability of capacity gains.

265. **Conclusion 5**. **Key strategic question 4: How well did the project coordinate with other related initiatives, especially initiatives related to the preparation of NCs and BURs/BTRs?** The CBIT Project was actively engaged with related initiatives, including activities by MINAM, the NDC Partnership, IKI and others. This engagement contributed to results that were not initially within the scope of the Project (e.g., design of mitigation activities, green finance roadmap, etc.). This collaboration expanded the scope of project results, built ownership over project activities and results, and avoided the duplication of efforts. The CBIT Project had limited interactions with the CBIT Global Coordination Platform, participating in a few regional activities, but largely underutilised the platform's features and services, including knowledge dissemination and vacancy announcements. Overall, this TR concluded that the Project was effective in coordinating with other related initiatives. This TR also identified a shortcoming in the project's monitoring and reporting function, which often blurred the distinctions between results directly attributable to the project and those to which the project contributed but was not the main driver.

266. **Conclusion 6.** The development of strong national systems that meet the requirements of the ETF under the Paris Agreement is a priority shared by Parties to the UNFCCC (including Peru), the GEF and UNEP. Therefore, given the objectives and results of the CBIT Project related to the development of these systems in Peru, the Project was fully aligned with the strategic priorities of the Government of Peru, the GEF and UNEP. Other development partners also support developing countries in updating and implementing NDCs and national systems to monitor and report on their NDCs. The CBIT Project collaborated effectively with these initiatives in Peru. As a result, the Project's strategic relevance was highly satisfactory.

267. **Conclusion 7**. Under the approved project scope, the CBIT Project had limited opportunities to have an incidence on Human Rights, gender equality, or the rights and participation of Indigenous Peoples, youth, and/or marginalized groups. However, the project team seized opportunities to increase the Project's results in these areas. For example, the Project supported the activities of newly created working groups to engage with women groups and Indigenous Peoples in climate action (i.e., PPICC and CONAMUCC).

268. **Conclusion 8**. The project team was competent and effectively navigated the challenges of project implementation. The core team was embedded in MINAM's climate change department and was supported by the staff of the Ministry. Stakeholders interviewed for

this TR often praised the commitment and skills of members of the project team. Yet, the project team demonstrated some shortcomings regarding formal project management functions, including adaptive project management, financial management, and monitoring and reporting. Some of these shortcomings (e.g., financial management) were addressed with support from training delivered by UNEP.

269. The PSC held four meetings over the implementation period and these meetings were held mostly for information purposes. Given the complex institutional context for the implementation of the CBIT Project (which included several institutions from the national and subnational governments, private sector entities, academia and civil society) and the changes to the project scope and schedule, the Project could have benefited from a more active role of the PSC, meeting more often and discussing and approving changes.

B. Summary of project findings and ratings

270. The table below provides a summary of the ratings and findings discussed in Chapter V. Overall, the project demonstrates a rating of **Satisfactory**.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex X) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with the evidence presented in the Review report and in line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

– That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.

- That the consultant has, within the report, presented all the evidence that was made available to them.

- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.

- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office validates the overall project performance rating at the **'Moderately Satisfactory'** level.

Table 4: Summary of project findings and ratings[126]

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance		**HS**	**Rating validated**	**HS**
1. Alignment to UNEP MTS, POW and strategic priorities	The project contributed to the priorities in UNEP's Medium Term Strategy (MTS) (2018 – 2021) and Programme of Work (POW) (2020 – 2021) related to the implementation of national adaptation plans (NAPs), and low-carbon development strategies. The project was also aligned with UNEP's MTS for 2022 – 2025 and POW for 2022 – 2023, contributing to outcomes 1 and 3 of the strategy and outcomes 1.A. and 1.C. of the POW related to the adoption of low-carbon, climate-resilient pathways (outcomes 1 and 1.A.) and the implementation of the enhanced transparency framework (ETF) by state and non-state actors (outcomes 3 and 1.C.).	**HS**	Rating validated	HS
2. Alignment to Donor/Partner strategic priorities	The project was approved under GEF's Capacity-Building Initiative for Transparency (CBIT), a dedicated funding window to support the implementation of the ETF by beneficiary countries. The project's objectives, outputs and activities were well aligned with GEF's programming directions for CBIT,	**HS**	Rating validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	The project contributed to the objectives of Peru´s climate change law (Law 30754) and the law´s rulebook (Decree 013-2019-MINAM). This legislation creates a national climate action monitoring system to track Peru´s progress towards the targets set in the country´s nationally determined contribution (NDC). The project supported the implementation of this system.	**HS**	Rating validated	HS
4. Complementarity with relevant existing interventions/ coherence	The project collaborated with various climate-related initiatives in Peru, including actions supported by the NDC Partnership, Climate Promise, Euroclima+, the Spanish International Cooperation Agency, and the Climate & Development Knowledge Network (CDKN). These collaborations contributed to the success of the project. However, this review noted shortcomings related to how these collaborations were presented in project reports as the role that the project had in producing certain products was unclear, raising some questions on attribution and potential duplication of efforts	**S**	Rating validated	S

[126] Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Quality of Project Design	The project document analysis concluded that it provided a sound presentation and justification of the need to build Peru's capacities under the ETF. The national context, gaps, and barriers were adequately discussed, and the project´s alignment and contribution to Peru's climate change policy priorities was precise and sound. Activities, outputs, and outcomes were clearly described and linked together. However, no explicit discussion of the project's theory of change was included in the project document. The project results framework was mostly adequate and included indicators and targets that, in most cases, were relevant to assessing the project's progress towards achieving the proposed results. Certain capacity-building indicators and targets were defined in a manner that presented challenges for objective measurement and reporting of results,	**S**	**Rating validated**	**S**
Nature of External Context	After several months of delay, the effective start of project implementation in early 2020 coincided with the COVID-19 outbreak, further delaying project activities. Peru was arguably one of the countries worst hit by the pandemic. During the implementation of the Project, Peru experienced exceptionally high political instability. The political instability was linked to social unrest in certain regions of the country, where protests and roadblocks often led to flare-ups of violence, further restricting travel to the affected areas. These three factors (pandemic, political instability, and social unrest) were cited as part of the justification for the no-cost extensions granted to the project.	**MU**	**Rating validated**	**MU**
Effectiveness		**S**	**Rating adjusted to reflect the weighted aggregation of the Effectiveness sub-categories below.**	**MU**
1. Availability of outputs	The scope of outputs under outcomes 1 and 3 was revised during project implementation. The project delivered most outputs under the revised project scope. Noteworthy results include emissions factors for enteric fermentation of dairy cattle, sectorial inventories of greenhouse gas emissions, a plan for implementing adaptation actions in the health sector, and a design of a monitoring and evaluation (M&E) system to track the implementation of these adaptation actions. Results under component 3 on climate finance reporting were more modest, especially those related to reporting of investments in climate action by the private sector.	**S**	Some project outputs were not delivered, i.e. 3.1 and 3.2. Moreover, some of the original expected results under outputs 1.2-1.4 were not fully achieved due to the change in scope of activities under Outcome 1, leading to ratings of 'partially delivered' for these outputs. Such scope change was not done through a formal project revision. In order to be assigned a rating of 'Satisfactory', 81-99% of the programmed outputs have to available to the intended beneficiaries/users. Therefore, rating adjusted to 'Moderately Satisfactory'.	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Achievement of project outcomes	The project contributed to building the capacities of line Ministries for the elaboration of sectorial inventories of greenhouse gas emissions (outcome 1), improved the capacities of national and subnational health authorities for planning, implementing and monitoring adaptation action (outcome 2), and contributed to the reporting of investments in climate action by entities of the national and subnational governments (outcome 3).	S	Rating adjusted to 'Moderately Unsatisfactory' given that outcome 1 was partially achieved (but at a lower level of ambition than in the approved project design and without formal revision – i.e. from capacity to 'project' GHG emissions to being able to produce 'inventories'), outcome 2 was fully achieved; and outcome 3 was partially achieved (due to the shortcomings regarding project results related to private sector entities reporting investment in climate action). **NOTE**: The Evaluation Office notes that the change in scope of Outcome 1, i.e., from GHG projections to inventories, was not formally revised during project implementation, yet it was a substantive change at outcome level that should have triggered a management action to revise and seek GEF/UNEP approvals. Para. 117 of the TR report states: '*… this scope change was a material deviation from the outputs and activities listed in the ProDoc that should have been discussed and agreed upon by the PSC and approved by UNEP. Yet, the scope change was not discussed in project reports or minutes of PSC meetings, and no revised ProDoc was produced.*'. Such change, should have also been adequately reflected in the formulation of Outputs 1.2-1.4, since these refer to GHG projections and not inventories.	MU
3. Likelihood of impact	The likelihood of the project's impact was assessed against the reconstructed theory of change. Since the project outcomes were achieved, intermediate states have been partially achieved, drivers are partially in place, and assumptions partially hold, the conclusion was that the project's impact is likely to materialize.	L	Since two of the three project outcomes were partially achieved, Intermediate States were partially achieved, Drivers and Assumptions partially hold, Rating adjusted to 'Moderately Likely'.	ML
Financial Management		S	**Rating validated**	**S**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Adherence to UNEP's financial policies and procedures	UNEP's financial management followed the organization's policies and procedures. Initial shortcomings in financial planning and reporting were overcome with technical backstopping and training sessions delivered by the implementing agency. Financial reports (from 2020 to 2024) were timely and complete and included useful explanations of expenditures incurred in the reporting period and justifications for deviations, as applicable. Annual disbursements, per component and for the whole project, were consistently below annual budgets. This feature of the project's implementation improved over time, but the discrepancies between planned budgets and actual disbursements persisted until the end of project implementation. No delays or other issues regarding the disbursement of funds were reported by stakeholders interviewed for this TR.	**MS**	Rating validated	MS
2. Completeness of project financial information	The financial information available for this review included a detailed budget at project approval, revised budgets (dated July 2021 and February 2024) and annual financial reports for 2020 – 2024. No evidence of fund transfers from GEF to UNEP, and from UNEP to implementing partners was available for this review. No financial reports by *Fundación para el Desarrollo Agrario* (FDA) / *Universidad Nacional Agraria la Molina* (UNALM) were made available to the reviewer. No financial audits were required, and none were conducted. UNALM/FDA provided a signed letter stating the amount, type and destination of the co-financing resources contributed by the foundation to the implementation of the project. No similar proofs of cofinancing from MINAM (or MINSA) were available.	**MS**	Rating validated	MS
3. Communication between finance and project management staff	The implementing agency supported the financial planning, monitoring, and reporting of the project. Interviews with UNEP staff members indicated that communications on matters related to the financial management of the grant were periodic. No major issues related to financial matters were identified during project implementation.	**S**	Rating validated	S
Efficiency	The project´s implementation period was originally planned from March 2020 to April 2022 but was extended (at no additional cost) until February 2024. Most project staff was hired during 2022 – 2023 and the Small-Scale Funding Agreement with FDA was not signed until May 2022. The project collaborated effectively with the Ministries of Environment, Agriculture, Economy, and Health, and with related initiatives supported by development partners.	**MU**	**Rating validated**	**MU**
Monitoring and Reporting		**MS**	**Overall Rating adjusted to 'Moderately Unsatisfactory'.**	**MU**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Monitoring design and budgeting	The project document included a short discussion of planned M&E activities. However, this section of the document was relatively weak. No stand-alone M&E plan was available at the project start, nor was one produced during the implementation of the project. The details on M&E in the project document followed UNEP´s common practice and the document was approved by both GEF and UNEP. This TR concluded that projects financed by CBIT could benefit from detailed M&E plans to guide project implementation and improve the M&E function	**MS**	A monitoring plan was not available at project design/start, nor was developed during the project implementation. The project team developed a tool to track the implementation of individual activities and the delivery of products. However, such tool did not elaborate on the definitions and monitoring approaches to track and report indicators for the objective and outcomes. In addition, the project Logframe did not include indicators, targets or means of verification at the output level. Rating adjusted to 'Unsatisfactory'.	U
2. Monitoring of project implementation	The project did not develop an explicit and well-structured capacity development plan that would guide the implementation, reporting and assessment of the progress of the project. This review concluded that not developing a capacity-building plan to guide and track the progress of capacity-building activities was a significant shortcoming of the project and a key lesson learned from this review that may guide the design and implementation of future projects financed by CBIT. Funds allocated to the inception workshop were not needed and the TR was completed below the cost estimated in the ProDoc. No mid-term review was planned and none was conducted. The project team did not update and report progress using the GEF Tracking Tool.	**MU**	The project did not have appropriate indicators to track improvements in capacity development for either the original design (GHG emission projections) nor the revised design (GHG emission inventories) and so could not monitor implementation effectively. All 3 project outcomes focus on developing capacity but there is no mechanism throughout the project to track or measure the changes in either passive or demonstrated capacity.	U
3. Project reporting	The project completed four annual project implementation review reports (2020 – 2023), four half-yearly progress reports (2020, 2021, 2022 and 2024), and a terminal report. The drafting of reports was often confusing and lacked proofreading. Reports often included information that was not directly relevant to the project objective, while missing to report the status of key activities and project results. The reports were also unclear on the specific role of the project in delivering the results listed. In many instances, it was unclear the role the project had in producing certain products, raising questions on attribution and potential duplication of efforts.	**MS**	Rating validated	MS
Sustainability		**L**	**Sustainability sub-categories are aggregated to the lowest rating as they are considered to be mutually-limiting factors.**	**ML**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Socio-political sustainability	The sustainability of the project's outcome is highly dependent on political factors driven by the level of interest and priority given to climate action by national and subnational authorities in Peru. Currently, that interest and priority are at a high level, as Peru is actively committed to international negotiations under the UNFCCC and is meeting its obligations under the Convention and the Paris Agreement. The Government of Peru has taken concrete actions to contribute to the sustainability of individual project outcomes. For example, the Ministry of Health adopted a plan for the implementation of climate adaptation actions included in Peru´s NDC. The Ministry of the Environment elaborated a roadmap for the implementation of an M&E system for adaptation action, including actions in the health sector. Likewise, the Government of Peru issued requirements for government entities at the national and subnational levels to report investments in climate action.	**HL**	Rating validated	HL
2. Financial sustainability	Inputs to implement and strengthen the ETF in Peru are highly dependent on external sources of financing. These inputs include training to government staff, elaboration of national emissions factors, implementation of the M&E system for adaptation action, etc. There are sources of international climate finance that support national efforts to implement the ETF, including GEF´s CBIT and enabling activities, the NDC Partnership, the Green Climate Fund, and others. In addition, Peru is incorporating some functions related to the implementation, monitoring and reporting of climate actions into the routine responsibilities of national and subnational governments. This approach reduces the dependency on external funding and improves the likelihood of the financial sustainability of the project´s outcomes.	**L**	Rating validated	L
3. Institutional sustainability	The government of Peru is incorporating responsibilities for climate action implementation and reporting into the role of government officials at the national and subnational levels. Incorporating ETF-related functions in the routine operations of the various ministries, agencies, and subnational governments of Peru is a key step in ensuring the institutionalization of the framework and improving the institutional sustainability of the project results. Political instability and staff turnover remain pervasive risks to the institutional sustainability of the Project results. Future efforts to strengthen the ETF in Peru will need to monitor these risks and implement appropriate risk management measures.	**L**	Rating adjusted to 'Moderately Likely' based on the risks on institutional sustainability identified in the report and the following paragraph: *"However, the project elaborated too few tools to track and maintain gains in institutional capacities by participating entities. For instance, the project did not adopt a capacity-building plan that defined priorities and means of verification for training activities. In addition, most of the capacity-building activities of the project were based on a learning-by-doing approach, and only a few training materials were delivered that could remain available to stakeholders and be used following the project's closure."*	ML
Factors Affecting Performance		**S**	**Rating validated**	**S**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Preparation and readiness	GEF's CEO and UNEP approved the project in March and April of 2019. While the project started implementation on 26 April 2019, and the first disbursement was completed on 21 May 2019, the project manager was not hired until January 2020 and the inception workshop and first PSC meeting were held in March 2020. These events coincided with the outbreak of the COVID-19 pandemic, further challenging the start of project activities. The first contracts with project consultants were signed in February 2021. An SSFA with UNALM/FDA was only finalized in May 2022.	**MS**	Rating validated	MS
2. Quality of project management and supervision	The responsibilities and reporting lines of UNEP's Regional Office for Latin America and the Caribbean and UNEP´s GEF Climate Mitigation Unit were stipulated in an Internal Cooperation Agreement (ICA) signed in April 2019. The ICA states that the GEF Mitigation Unit would be the implementing agency and be responsible for project supervision and liaison between UNEP and the GEF Secretariat. Similarly, the ICA entrusted the regional office with the executing responsibilities over the project, including the hiring and supervision of consultants, firms and other parties, and the procurement of goods and services needed for the delivery of the project´s outcomes, outputs, and products. Staff from the regional office conducted supervision missions and met with project stakeholders. A PSC adopted rules and modalities and met once a year from 2020 to 2024 (except in 2021, when no meetings of the PSC were held). All stakeholders interviewed for this review rated the project team's inputs as relevant and timely. The competence and commitment of the project manager were often praised by stakeholders interviewed for this terminal review. The review concluded that adaptive project management had shortcomings, as key changes to the project scope were not adequately reflected in project revisions and reporting.	**S**	Rating validated	S
2.1 UNEP/Implementing Agency:		**S**	Rating adjusted to 'Moderately Satisfactory' since, as indicated in the TR report, key changes to the Project scope were not adequately reflected in project revisions and reporting, i.e., changes in the scope of outcomes 1 and 3. *"An example of these were changes to the original scope of outcome 1 on building capacities for the elaboration and use of projections of GHG emissions…. Similarly, changes to the approach to the private sector under outcome 3 should have triggered a revision to project activities and a better presentation of the challenges and proposed changes in project reporting".*	MS
2.2 Partners/Executing Agency:		**S**	Rating validated	S
3. Stakeholders' participation and cooperation	The project document had a comprehensive and sound stakeholders analysis. The implementation of the project would have benefitted from regular updates to this analysis to improve the targeting of beneficiaries of capacity-building efforts. Efforts by the project team to ensure ownership of the project's activities and results were very successful. Interviews confirmed that the communication and coordination between these stakeholders and the project team was effective and timely. The project, in collaboration with other initiatives, supported the implementation of three relevant climate action coordination mechanisms in Peru: the High-Level Commission on Climate Change, an Indigenous Peoples climate platform, and a national committee on women and climate change.	**S**	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
4. Responsiveness to human rights and gender equality	The project contributed to Peru's agenda, action plan, and guidelines for incorporating gender considerations in the country´s climate change policies and actions. The project did not prepare a gender action plan but followed the gender guidelines issued by the Ministry of the Environment, including Peru´s gender and climate change action plan. The project team included an expert responsible for mainstreaming issues on gender, Indigenous Peoples, and social inclusion in project activities. The review of indicators used to monitor the implementation of climate action in the health sector included considerations on gender. In most cases, training activities collected gender-disaggregated information on participants. The project was not given a gender score at project appraisal and approval.	**S**	Rating validated	S
5. Environmental and social safeguards	The project document included an annex on environmental, social, and economic safeguards screening that concluded that the project was low risk. During project implementation, the project team monitored safeguards-related risks and reported findings in project reports. No safeguards-related risks emerged during project implementation, and this review deemed the approach followed appropriate. The project team followed social distancing and other preventive measures adopted in response to the COVID-19 pandemic. These restrictions limited grant activities that required travel. These limitations on travel had the unintended consequence of reducing the grant's carbon footprint.	**S**	Rating validated	S
6. Country ownership and driven-ness	Interviews with project stakeholders confirmed that the project was actively led by the Ministry of Environment. The project team was hosted in the Ministry's offices and actively engaged with staff throughout project implementation. The Ministries of Environment, Agriculture and Health were fully engaged and took ownership of the processes to produce project results. These entities endorsed the most important project results. Project partners initiated complementary activities that were not originally included as part of the project's expected results.	**HS**	Rating validated	HS
7. Communication and public awareness	The project did not develop a project-specific communications strategy but adhered to the communication policies and guidelines of the Ministry of the Environment. The project disseminated results on the Ministry's website. Other government stakeholders periodically issued press releases informing of key milestones achieved with support from the project. The project did not use the knowledge dissemination features available from the CBIT Global Coordination Platform. The project could have used these features to disseminate relevant project results.	**S**	Rating validated	S
Overall Project Performance Rating		**S**	**Overall rating validated as 'Moderately Satisfactory'**	**MS**

C. Lessons learned

Lesson Learned #1:	Building country ownership over project activities is a key factor for the success and sustainability of project results.
Context/comment:	Strong ownership by MINAM, MIDAGRI and MINSA over the activities of the CBIT Project was a key factor contributing to the success and sustainability of project results under outcomes 1 and 2. Ownership by these institutions was built over time, incorporating the needs and perspectives of these institutions into project design and adjusting the scope as circumstances evolved. Another factor contributing to strong ownership was securing the participation of *project champions* in these institutions. These were members of MINAM, MIDAGRI, and MINSA who shared an interest in achieving the project goals and invested their time in contributing to project activities. A third factor contributing to country ownership was the institutional backing of project activities that led to the validation and adoption of key project results by these institutions.

Lesson Learned #2:	CBIT can effectively support climate action in emerging sectors.
Context/comment:	The CBIT Project engaged effectively with the health sector, which was a sector with limited experience with climate action in Peru. The CBIT Project developed the capacities and improved the plans of the health sector to address climate change. Moreover, the CBIT Project facilitated institutional changes that will contribute to the sector's engagement with climate action beyond the project's end. The approach by the CBIT Project engaging with the health sector can be replicated in other sectors with little experience with climate action in Peru and other developing countries. The factors listed under lesson learned #1 are important components of this approach.

Lesson Learned #3:	Engaging effectively with the private sector requires consultations and planning to align the objectives of climate policies and businesses.
Context/comment:	The original approach to engaging with the private sector proved impractical and had to be revised during project implementation. The alternative approach implemented by the Project had limited success in terms of the project's goal of identifying and quantifying investments in climate action by the private sector. Some of the factors contributing to this limited success included insufficient consultations for the design of project activities, limited previous experience by MINAM engaging with the private sector in climate action, and a diversity of objectives and priorities by participating companies and business organizations. Similar projects could benefit from additional consultations during project design to identify and agree with potential private-sector partners on the approach and objectives of activities to engage in climate action, including the reporting of investments in climate change mitigation and adaptation.

Lesson Learned #4:	Delivering and measuring the results of effective capacity-building can be supported by a planning, monitoring and evaluation framework.
Context/comment:	The CBIT Project was a capacity-building project implemented without a capacity-building plan. Such a plan could have defined the scope, methods and audience of training activities and outlined a framework to track progress and evaluate the results from these activities (see paragraph 198 of this report). The lack of such a plan was a key shortcoming of the CBIT Project. Without this plan, the CBIT Project was less effective in targeting and delivering training activities and struggled to measure and report progress adequately. Similar projects focused on capacity-building objectives could benefit from developing and formally adopting a capacity-building plan to plan, guide and evaluate training activities.

Lesson Learned #5:	Coordination and collaboration with other related initiatives is strongly encouraged. However, the reporting of this collaboration needs to be clear about the attribution of results and the allocation of resources.
Context/comment:	The CBIT Project coordinated and collaborated effectively with related initiatives. This type of collaboration is strongly encouraged as it avoids duplication of efforts and improves overall results. However, reporting by the CBIT Project was often unclear about the scope of these collaborations which made it difficult to differentiate results directly attributable to the CBIT Project from results the Project only contributed to. Clearer reporting improves project oversight by the project team, PSC, and implementing agency, facilitating the monitoring of progress towards project objectives, and assessing the effective allocation and use of project resources. Reporting can be improved by classifying results in different categories, differentiating results that are within the scope and responsibility of the project, from other results sought by related initiatives that receive input from the project.

Lesson Learned #6:	GEF agencies can support identifying and addressing improvements to project management functions by the project team.
Context/comment:	The project team managing the CBIT Project was competent and delivered the project activities effectively. Still, the team demonstrated shortcomings regarding certain formal project management functions, including adaptative project management, financial management, and monitoring and reporting. The GEF implementing agency identified challenges regarding the financial management function and provided training and guidance to the project team. A similar approach could have helped address shortcomings in project monitoring and reporting and ensure that changes in the project scope were duly discussed and approved.

Lesson learned #7	Engaging with women groups, Indigenous Peoples and other vulnerable groups is a meaningful first step to addressing inequality and exclusion.
Context/comment:	Under the original scope, the CBIT Project had few opportunities to promote gender equality and human rights. However, the project team seized opportunities to engage with women groups and Indigenous Peoples by supporting the activities of two climate action coordination mechanisms in Peru: a national committee on women and climate change[127] and an Indigenous Peoples climate platform[128]. These two mechanisms contribute to identifying and addressing the needs and priorities for climate action by these two constituencies and engaging with them as agents of change who can contribute to climate action.

Lesson Learned #8:	The CBIT Global Coordination Platform can improve the delivery and dissemination of project results
Context/comment:	The CBIT Project made only limited use of the services offered by the CBIT Global Coordination Platform, especially those for the dissemination of project results. The platform can be an effective tool for learning and knowledge dissemination, but it requires participation from focal points and active projects financed by CBIT. The platform can also facilitate access to qualified experts by disseminating open vacancies and networking with a community of practitioners.

D. Recommendations

Recommendation #1:	MINAM should explore the possibility of pursuing a follow-up project financed by CBIT.
Challenge/problem to be addressed by the recommendation:	Sustainability of grant results.
Priority Level:	Medium (Important)
Type of Recommendation	Partners
Responsibility:	MINAM
Proposed implementation time-frame:	6 months

271. Cross-reference(s) to the rationale and supporting discussions:
    - Section V.D., paragraphs 149, 152, 169, 170.
    - Section H., paragraphs 211, 215.
    - Section VI.A., paragraphs 259 - 262.

Recommendation #2:	MINAM should explore options for securing financing for implementing the M&E system for adaptation actions. This option may include a follow-up project financed by CBIT, EUROCLIMA, the Readiness and Preparatory Support Programme of GCF, and others.
Challenge/problem to be addressed by the recommendation:	Sustainability of grant results.

[127] i.e. *Comité Nacional de Mujeres y Cambio Climático.*
[128] i.e. *Plataforma de los Pueblos Indígenas para enfrentar el Cambio Climático.*

Priority Level:	Medium (Important)
Type of Recommendation	Partners
Responsibility:	MINAM
Proposed implementation time-frame:	6 months

272. Cross-reference(s) to the rationale and supporting discussions:

- Section V.D., paragraphs 152, 169 - 174.
- Section H., paragraphs 211, 215.

Recommendation #3:	MINAM should explore options for maintaining support for the various climate action coordination mechanisms supported by the CBIT Project and that could be at risk of ceasing activities, including the GIP-NDC, CONAMUCC, and PPICC.
Challenge/problem to be addressed by the recommendation:	Sustainability of grant results.
Priority Level:	Low (Opportunity for improvement)
Type of Recommendation	Partners
Responsibility:	MINAM
Proposed implementation time-frame:	6 months

273. Cross-reference(s) to the rationale and supporting discussions:

- Section V.D., paragraph 140.
- Section H., paragraphs 216, 217.
- Section I., paragraph 235, 237. 238.

Recommendation #4:	UNEP should ensure that project teams executing projects financed by the Capacity Building Initiative for Transparency elaborate and implement monitoring and evaluation plans as part of standard project management functions. These plans could be informed capacity-building plans detailing the scope, topics, audience, and targets of capacity-building activities.
Challenge/problem to be addressed by the recommendation:	Improve the quality of project monitoring and reporting.
Priority Level:	Medium (Important)
Type of Recommendation	UNEP
Responsibility:	MINAM
Proposed implementation time-frame:	6 months

274. Cross-reference(s) to the rationale and supporting discussions:

- Section D., paragraphs 161 - 164.
- Section G., paragraphs 194, 198.

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table I.1. Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer Response
Paragraph 20	Sandra Bravo, UNEP LACO. En que se basa esta afirmación? Viendo en los registros de participación del CBIT GSP, veo que en buen porcentaje de eventos participó Perú, presentaron su experiencia en un evento de M&E y luego en oro enfocado en el sector salud. Además los productos públicos del CBIT están disponibles en la plataforma del CBIT GSP	The participation of the CBIT Project in the CBIT Global Support Platform was limited, as there was little interaction between the CBIT Project and the platform. Contrary to the stakeholder's comment, no product produced by the CBIT Project was disseminated through the global platform. Vacancies were not disseminated through the platform. Participating in two events on M&E and the health sector was valid but is very limited for a project with a 4-year duration. Therefore, the conclusion that the participation of the CBIT project in the CBIT GSP was limited holds. This conclusion was validated during interviews with stakeholders.

ANNEX II. REVIEW FRAMEWORK/MATRIX

The following table describes the key criteria, questions, sources of information and methodology used for the terminal review.

Table II.1. Review framework

Review criteria and questions	Indicators	Sources of information	Methodology
Key Strategic Questions			
How did the CBIT Project contribute to Peru's planning and reporting processes under UNFCCC (e.g., NDCs, NCs, BURs) (assessed under effectiveness and sustainability)	Evidence of project results incorporated into planning and reporting processes. Statements provided by decision-makers and stakeholders.	Project reports Project beneficiaries and stakeholders	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
How replicable are the results on capacity development achieved by the CBIT Project (e.g., in other sectors)? (assessed under effectiveness and sustainability)	Evidence of replicable approaches, methods, training materials, etc. Statements provided by decision-makers and stakeholders.		
How did the Project address risks to the permanence of gains in capacity development? (assessed under sustainability, country ownership, and stakeholders' participation)	Evidence of mechanisms to ensure the permanence of gains in capacities (e.g., partnerships, procedures, trainings, etc.).		
How well did the Project coordinate with other related initiatives (especially initiatives related to the preparation of NCs and BURs)? (assessed under efficiency)	Evidence of effective coordination of activities and results. Statements provided by decision-makers and stakeholders.		
Strategic relevance			
i. Alignment to UNEP's MTS, POW and strategic priorities			
To what extent was the CBIT Project aligned to UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities?	Consistency between the CBIT Project's objectives/results and MTS, POW, and Strategic Priorities.	ProDoc Project reports UNEP's MTS, POW, and Strategic Priorities	Desk review Interviews with the project team
ii. Alignment to donor/partner strategic priorities			
To what extent was the Project aligned with GEF's CBIT priorities?	Consistency between the Project's objectives/results and CBIT programming documents.	ProDoc Project reports CBIT programming documents	Desk review Interviews with stakeholders
iii. Relevance to regional, sub-regional and national environmental priorities			
How relevant was the CBIT Project to global, regional, sub-regional and national environmental priorities?	Consistency between the Project's objectives/results and Peru´s climate change policies and plans, NDC, BUR's, etc.	ProDoc Project reports Peru's NDC, BUR, climate change policies and plans, etc.	Desk review Interviews with stakeholders
iv. Complementarity with relevant existing interventions			

Review criteria and questions	Indicators	Sources of information	Methodology
To what extent was the CBIT Project complementary to other climate change initiatives in Peru?	Consistency between the Project's objectives/results and other climate change initiatives.	ProDoc Project reports	Desk review Interviews with stakeholders
Quality of project design			
Please refer to annex C to this inception report.			
Nature of external context			
i. How did the project team cope with government change and instability in participating entities?	Evidence of communications with participating government entities to plan and implement project activities.	ProDoc Project reports	Desk review Interviews with the project team
ii. How well did the project team implement and document adaptive management measures?	Evidence of documented revisions to the ProDoc and/or annual work plans to adjust project activities to changing circumstances and risks.		
Effectiveness			
i. Availability of Outputs			
Output. 1.1. i. Were the proposed emissions factors produced? ii. Were the case studies delivered? iii. Were the guidelines for validation of emissions factors finalised and disseminated?	Evidence of calculations of emissions factors. Evidence of elaboration of case studies. Evidence of elaboration of guidelines on emissions factors.	Project deliverables	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
Output 1.2. i. Was the training for participants in INFOCARBONO provided? ii. How do recipients of training perceive the quality and usefulness of the training received? iii. How many participants were trained and what was the fraction of female participants?	GEF Core Indicator 11. Evidence of training provided to stakeholders. Statements provided by stakeholders.	Project deliverables Project beneficiaries and stakeholders	
Output 1.3. i. Was a proposal on tools for GHG projections prepared? ii. Did MEF provide input to the proposal? iii. Were the tools for GHG projections prepared? iv. Who participated in the preparation of these tools?	Evidence of proposal and tools for GHG projections. Statements provided by stakeholders.		
Output 1.4. i. Was the training on LTS provided?	GEF Core Indicator 11. Evidence of training provided to stakeholders.		

Review criteria and questions	Indicators	Sources of information	Methodology
ii. How do recipients of technical assistance perceive the quality and usefulness of the assistance provided? iii. How many participants were trained and what was the fraction of female participants?	Statements provided by stakeholders.		
Output 2.1. i. Was the assessment of M&E systems in the health sector completed? ii. Did the assessment identify gaps and opportunities for improvement? iii. Did MINSA participate in the assessment?	Evidence of assessment of the M&E system. Statements provided by stakeholders.	Project deliverables Project beneficiaries and stakeholders	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
Output 2.2. i. Were data sheets for indicators of health adaptation measures elaborated? ii. Was the guide to mobilize financial resources for adaptation in the health sector completed? iii. Was the training for stakeholders in the health sector provided? iv. How do recipients of technical assistance perceive the quality and usefulness of the assistance provided? v. How many participants were trained and what was the fraction of female participants?	GEF Core Indicator 11. Evidence of data sheets for indicators. Evidence of guide on resource mobilization. Statements provided by decision-makers and stakeholders.		
Output 2.3. i. Was the design of an M&E system for the health sector delivered? ii. Did MINSA participate in the assessment?	Evidence of design of the M&E system. Statements provided by stakeholders.	Project deliverables Project beneficiaries and stakeholders	
Output 3.1. i. Was the template for corporate sustainability reporting updated? ii. Were quality review mechanisms revised? iii. Was the training on corporate sustainability reporting provided? iv. How do recipients of technical assistance perceive the quality and usefulness of the assistance provided?	GEF Core Indicator 11. Evidence of template for corporate sustainability reporting. Evidence of the quality review revised procedures. Evidence of trainings. Evidence of improved procedures for climate finance tracking under SIAF and Invierte.pe Statements provided by stakeholders.	Project deliverables Project beneficiaries and stakeholders	

Review criteria and questions	Indicators	Sources of information	Methodology
v. How many participants were trained and what was the fraction of female participants? vi. Were procedures to improve the tracking of climate investments in the Integrated System of Financial Administration (SIAF) implemented? vi. Were procedures to track climate investments in the platform of Invierte.pe implemented?			
Output 3.2. i. Was the training on climate finance tracking provided? iv. How do recipients of technical assistance perceive the quality and usefulness of the assistance provided? v. How many participants were trained and what was the fraction of female participants?	GEF Core Indicator 11. Evidence of training provided to stakeholders. Statements provided by stakeholders.	Project deliverables Project beneficiaries and stakeholders	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
ii. Achievement of Project Outcomes			
Outcome 1. i. How many entities participating in INFOCARBONO are using information on GHG emissions to plan climate actions? ii. How are they using the information? iii. Are roles and responsibilities related to climate action planning and reporting clear and understood by stakeholders? iv. Do stakeholders have access to the information on GHG emissions that they need to meet their planning and reporting obligations? v. How has staff turnover affected the development and permanence of capacities?	Outcome indicator C. Evidence of climate strategies/plans that use information on GHG emissions. Statements provided by decision-makers and stakeholders.	Project deliverables Project beneficiaries and stakeholders	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
Outcome 2. i. How have authorities in the health sector improved their capacities to implement and report climate action in the sector? ii. Are data sheets for indicators of health adaptation measures used by stakeholders? iii. Has MINSA made progress mobilizing resources for the	Outcome indicators D and E. Evidence of improved planning and reporting of climate action in the health sector. Evidence of use of data sheets. Evidence of proposal to mobilize resources to implement the M&E system.		

Review criteria and questions	Indicators	Sources of information	Methodology
implementation of the proposed system? iv. Are roles and responsibilities related to climate action planning and reporting clear and understood by stakeholders? v. How has staff turnover affected the development and permanence of capacities?	Statements provided by decision-makers and stakeholders.		
Outcome 3. i. How many (and which) authorities are reporting investments in climate actions? ii. Are these authorities using the improved procedures developed with support from the project? iii. Are roles and responsibilities related to climate action planning and reporting clear and understood by stakeholders? iv. How has staff turnover affected the development and permanence of capacities?	Outcome indicator F. Evidence of climate finance reporting. Evidence of use of improved procedures to track and report climate finance. Statements provided by decision-makers and stakeholders.		
iii. Likelihood of Impact			
i. How likely is it that the results (e.g., procedures, tools, etc.) from the CBIT Project will be replicated and adopted by authorities planning and reporting climate action in Peru? ii. Are roles and responsibilities related to climate action planning and reporting clear and understood by stakeholders? iii. Is there evidence that stakeholders are establishing or strengthening partnerships to improve climate action planning and reporting in Peru? iv. How likely is it that government authorities will adopt climate finance tracking and reporting practices promoted by the CBIT Project? v. How likely is it that private sector entities will adopt climate finance tracking and reporting practices promoted by the CBIT Project?	Objective indicator A. Evidence of planning and reporting following tools and procedures developed with support from the CBIT Project. Evidence of formal or informal partnerships and collaboration arrangements. Statements provided by decision-makers and stakeholders.	Project reports. Project beneficiaries and stakeholders.	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
Financial management			

Review criteria and questions	Indicators	Sources of information	Methodology
i. To what extent was the grant's financial management done following UNEP's financial management standards?	Evidence of adherence to financial policies and standards.	Project reports	Desk review Interviews with the project team
ii. Were there appropriate financial controls and mechanisms in place to allow effective project management?	Adequacy of financial control mechanisms Findings from auditors	Project report Audit reports	
iii. How complete and accurate was the project's financial reporting?	Quality of financial reports.	Project reports Project communications	
iv. To what degree did project expenditures match the approved budget?	Degree of alignment of grant expenditures to the approved budget.		
v. Were changes to the project budget adequately approved and documented?	Evidence of approval and documentation of changes to grant budget.		
vi. To what degree did the expected co-financing materialize and contribute to the project's objectives	Evidence of co-financing.		
vii. How effective and timely were the communications between the project and financial management staff?	Evidence of communication between project and financial management staff.		
Efficiency			
i. Were grant funds spent according to plans?	Degree of consistency between grant expenditures, grant budget and annual work plans.	ProDoc Project reports	Desk review Interviews with the project team
ii. To what extent was the grant implemented in a cost-effective and timely manner?	Adherence of grant activities to grant budget and schedules.		Desk review Interviews with the project team
iii. How well were significant delays managed by the project team and implementing partners?	Evidence of actions taken to anticipate and respond to sources of delay to the implementation of grant activities.		
iv. Did the CBIT Project leverage partnerships with partner organizations and related projects and initiatives to improve efficiency?	Evidence of cost-efficient collaborations.		Desk review Interviews with the project team
v. Are there any relevant lessons or recommendations regarding efficiency to be codified?	Lessons and recommendations identified by stakeholders.	ProDoc Project reports	Desk review Interviews with project stakeholders Interviews with the project team
Monitoring and Reporting			

Review criteria and questions	Indicators	Sources of information	Methodology
i. Monitoring Design and Budgeting			
i. Did the monitoring plan have SMART indicators?	Smart indicators in the results framework.	ProDoc	Desk review
ii. Did the budget include resources for monitoring, reporting and evaluation activities?	The budget includes adequate budget lines for monitoring and reporting activities.		
ii. Monitoring of Project Implementation			
i. Was the monitoring plan implemented as intended?	Project reports submitted following provisions in the monitoring plan	ProDoc Project reports GEF Tracking Tool	Desk review Interviews with the project team
ii. Were resources allocated for M&E expended as planned?	Project budgets and expenditures conform to provisions in the monitoring plan		
iii. Did the project monitor and report against GEF Core Indicator Targets (i.e. core indicator 11) and indicators in the GEF Tracking Tool?	GEF Core Indicator 11 GEF Tracking Tool		
Iv. What was the performance at project's completion against Core Indicator Targets? (*GEF Portal question)*	GEF Core Indicator 11 GEF Tracking Tool		
iii. Project Reporting			
i. Were project reports produced in a timely manner and following requirements from GEF and UNEP?	Evidence of submission of reports following requirements and agreed schedule.	ProDoc Project reports	Desk review Interviews with the project team
ii. Was the quality of project reports adequate to assess progress and risks to implementation?	Assessment of quality of project reports. Evidence of shortcomings in project reports		
H. Sustainability			
i. Socio-political Sustainability			
i. How likely is it that the Government of Peru will sustain or expand efforts to build national capacities to plan and report climate action under the ETF?	Evidence of actions by the Government of Peru to sustain/expand climate capacities under the ETF. Statements provided by decision-makers and stakeholders.	Press releases Project beneficiaries and stakeholders	Internet research Interviews with the project team Interviews with key Project beneficiaries and stakeholders
ii. How likely is it that private sector entities will adopt practices to report investments in climate action?	Evidence of private sector entities adopting climate finance reporting practices. Statements provided by decision-makers and stakeholders.		
iii. Are there any social or political risks to the permanence of the project´s outcomes?	Statements provided by decision-makers and stakeholders.	Project beneficiaries and stakeholders	Interviews with the project team

Review criteria and questions	Indicators	Sources of information	Methodology
			Interviews with key Project beneficiaries and stakeholders
ii. Financial Sustainability			
i. Are (will be) there financial provisions in place to support climate action planning and reporting functions in participating governmental entities?	Evidence of financial provisions to secure planning and reporting functions. Statements provided by decision-makers and stakeholders.	Press releases Project beneficiaries and stakeholders	Internet research Interviews with the project team Interviews with key Project beneficiaries and stakeholders
ii. Has MINSA made progress mobilizing resources for the implementation of the proposed system?	Evidence of proposal to mobilize resources to implement the M&E system. Statements provided by decision-makers and stakeholders.		
iii. Institutional Sustainability			
i. Do MIDAGRI, MINSA, DIRESAs, GERESAs and other participating government entities perceive value/benefit in planning and reporting climate action?	Statements provided by decision-makers and stakeholders.	Press releases Project beneficiaries and stakeholders	Internet research Interviews with the project team Interviews with key Project beneficiaries and stakeholders
ii. Have/will participating government entities make provisions to incorporate the climate action planning and reporting functions into the entities' functional organizational structure and operating procedures?	Evidence of entities adopting climate action planning and reporting functions. Statements provided by decision-makers and stakeholders.		
iii. Do private sector entities perceive value/benefit in reporting investments in climate action?	Statements provided by decision-makers and stakeholders.		
iv. Have private sector entities incorporated the function of climate finance reporting in their management/sustainability policies?	Evidence of climate finance reporting as part of private sector entities policies.	Sustainability reports. Press releases. Project beneficiaries and stakeholders	Internet research Interviews with the project team Interviews with key Project beneficiaries and stakeholders
I. Factors Affecting Project Performance and Cross-Cutting Issues			
i. Preparation and Readiness			
i. Was an inception meeting held, and a report produced?	Inception meeting report.	Project reports	Desk review

Review criteria and questions	Indicators	Sources of information	Methodology
ii. Was an annual, costed workplan prepared at the start of the project?	Annual workplan.	Project beneficiaries and stakeholders	Interviews with the project team.
iii. Was a procurement plan prepared at the start of the project?	Procurement plan.		
iv. Was the PSC established in a timely manner and with adequate representation?	Minutes of first PSC meeting.		
v. What was the time between project approval and first disbursement?	Evidence of first disbursement		
ii. Quality of Project Management and Supervision			
i. How effective was the oversight by the PSC?	Minutes of PSC meetings.	Minutes of PSC meetings. Members of the PSC.	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
ii. How effective were implementing partners in the execution of their assigned activities?	The extent to which implementing partners adhered to work plans, budgets, and schedules.	Project reports. Project partners. Project team members.	
iii. Was the supervision and guidance provided by UNEP's team effective and timely?	Oversight missions were conducted as planned. Evidence that responses to emerging issues were clear and timely	Mission reports. Project reports. Project team members.	
iv. How effective was the project team in adapting to changes in circumstances (potentially) affecting the project?	Evidence of project team anticipating and responding to changes.	Project communications. Project reports. Project team members.	
v. How effective was UNEP in separating the roles of implementing agency and executing partner?	Quality of oversight by the GEF Climate Mitigation Unit of UNEP (implementing role)	Minutes of PSC meetings. Reports of oversight missions.	
iii. Stakeholder Participation and Cooperation			
i. Were all relevant stakeholders adequately identified at grant design?	The extent to which the stakeholders' analysis in the ProDoc was complete and adequate.	ProDoc	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
ii. Were project activities consulted with relevant stakeholders?	Evidence of consultations with stakeholders at various stages of project implementation.	Project reports Project team members Project beneficiaries and stakeholders	
iii. Did the Project develop effective partnerships?	Evidence of continuous support to and participation in grant activities by stakeholders.		

Review criteria and questions	Indicators	Sources of information	Methodology
iv. What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? (*GEF Portal question)*	Evidence of stakeholder engagement.		
iv. Responsiveness to Human Rights and Gender Equality			
i. How well did the CBIT Project contribute to gender equality and women's empowerment?	Levels of participation of women in grant activities. Incorporation of gender considerations in the planning and execution of grant activities.	Project reports Project beneficiaries and stakeholders	Desk review Interviews with the project team Interviews with key project beneficiaries and stakeholders
ii. How well did the project team take into consideration the specific needs and roles of women, disadvantaged individuals, and vulnerable groups in the implementation and monitoring of grant activities?	Evidence of consideration of women, disadvantaged individuals, and vulnerable groups in the design, implementation, and monitoring of grant activities.		
iii. What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(GEF Portal question)*	Levels of participation of women in grant activities. Incorporation of gender considerations in the planning and execution of grant activities.		
v. Environmental and Social Safeguards			
i. Were risks related to environmental and social safeguards (ESS) adequately screened at the stages of project design and approval?	Evidence of ESS risks screening and ratings during grant design and approval.	ProDoc	Desk review Interviews with the project team Interviews with key Project beneficiaries and stakeholders
ii. Were ESS risks adequately monitored and reported during project implementation?	Evidence of ESS risks monitoring and reporting.	Project reports	
iii. Were there any issues related to ESS that had to be addressed during project implementation? If that was the case, how adequate was the response by the project team and relevant partners and stakeholders?	Evidence of adequate response by the project team and relevant partners and stakeholders to ESS-related issues.	Project reports Project communications	
iv. To what extent did the project team minimize the project's environmental footprint?	Evidence of measures to reduce the project's environmental footprint	Project reports	Desk review Interviews with the project team
v. What was the progress made in the implementation of the management measures against	Evidence of adequate response by the project team and relevant	Project reports Project communications	Desk review

Review criteria and questions	Indicators	Sources of information	Methodology
the Safeguards Plan submitted at CEO Approval? *(GEF Portal question)*	partners and stakeholders to ESS-related issues.		Interviews with the project team Interviews with key Project beneficiaries and stakeholders
vi. Country Ownership and Drivenness			
i. What was the role of MINAM, MIDAGRI, MINSA and other Peruvian Ministries related to: a. Guiding project delivery. b. Advocating for achieving ambitious results. c. Validating and accepting deliverables. d. Initiating additional or complementary activities. e. Providing co-financing resources (incl. in-kind).	Evidence of participation of relevant Ministries.	Project reports Project deliverables Project beneficiaries and stakeholders	Desk review Interviews with the project team Interviews with key Project beneficiaries and stakeholders
ii. What was the level of interest by government entities adopting climate action/finance reporting procedures/tools developed with support from the project?	Evidence of interest by government entities in adopting planning and reporting procedures/tools.		
iii. What was the level of participation of representatives from government agencies in training and knowledge-sharing activities delivered by the CBIT Project?	Evidence of participation from representatives of government agencies in training and knowledge-sharing activities.		
vii. Communication and Public Awareness			
i. Did the project adopt and implement a communication strategy?	Communication strategy	Project communications Project reports Project beneficiaries and stakeholders Internet sites of Project partners	Desk review Internet research Interviews with the project team Interviews with key project beneficiaries and stakeholders
ii. Did project team communications with stakeholders have a positive effect on stakeholder engagement and participation in project activities?	Evidence of timely and appropriate communication to a diversity of stakeholders		
iii. Will the knowledge materials, including trainings, continue to be available to the public after project end?	Evidence of availability of knowledge materials		
iv. What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge	Evidence of timely and appropriate communication to a diversity of stakeholders		

Review criteria and questions	Indicators	Sources of information	Methodology
Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(GEF Portal question)*			

ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

The following table provides a list of people interviewed for this terminal review.

Table III.1: People consulted during the Review

Organisation	Name	Position	Role in the project	Gender
MINAM	Jimena MORA	Directo climate change mitigation	Technical oversight of activities on GHG inventories (outcome 1)	Female
	Rogger MORALES	Climate risk specialist	Technical support to activities with the health sector (outcome 2)	Male
	Roberto PISELLI	Climate finance specialist	Technical oversight of activities on climate finance (outcome 3)	Male
	Berioska QUISPE	Director Climate Change Division	Project oversight Participated in PSC meetings	Female
	Jesús VILLEGAS	Director Climate Change Adaptation and Desertification	Participated in follow-up actions for the implementation of M&E systems for adaptation action	Male
Project team	Vanessa CALDAS	Climate finance specialist	Led project activities with the private sector (output 3.1.)	Female
	Jessica HUERTAS	Project manager	Project manager	Female
	Margoth ESPINOZA	Coordinator GHG emissions inventories	Led project activities on GHG emissions inventories (outputs 1.2 – 1.4)	Female
	Nadir PALLQUI	LULUCF specialist	Supported activities on GHG inventories for the LUCLUC category (outputs 1.2)	Female
UNEP Regional Office for Latin America and the Caribbean	Sandra BRAVO	Focal Point CBIT, UNEP LACO	Programme manager	Female
	William Holness	Focal Point CBIT, UNEP LACO	Programme manager	Male
	Dorsa SABET-RASEKH	Climate change expert, UNEP LACO	Supported project closure	Female
UNEP Climate Change Division	Tainá MATTOS	Financial and administrative assistant, UNEP Climate Change Division	Financial management (2021 onwards)	Female
	Celeste SCHWEIGER	CBIT Coordinator, UNEP Climate Change Division	Implementation oversight	Female

Organisation	Name	Position	Role in the project	Gender
Asociación Peruana de Empresas de Seguros	Renato BEDOYA	Manager operational risks	Participated in project activities with the private sector (output 3.1.)	Male
CBIT Global Coordination Network	Paulo CORNEJO	Regional Network Coordinator	Supported activities in Latin America by the CBIT Global Coordination Network	Male
Fundación Fomento de la Vida	Yovana GARFIAS	Regional director for Lima	Participated in training activities	Female
Ministry of Agriculture	Sandra RONCAL	Climate change specialist, Department of Environmental Affairs	Project focal point at the Ministry of Agriculture Member of the PSC	Female
Ministry of Health	Ivonne BENITEZ	Head climate change group	Project focal point at the Ministry of Health Member of the PSC	Female
Ministry of Production	Marco OSORIO	Environmental specialist	Focal point at the Ministry of Production	Male
Ministry of Transport and Communications	Carolina CALLE	Climate change specialist, Department of Environmental Affairs	Project focal point at the Ministry of Transport and Communications	Female
Sociedad Nacional de Minería, Petróleo y Energía	Lesly ZAMORA	Environmental specialist	Participated in project activities with the private sector (output 3.1.)	Female
Universidad Agraria la Molina	Eduardo FUENTES	Professor, Faculty of Zoology	Participated in activities to develop emissions factors for enteric fermentation (output 1.1.)	Male
Universidad Agraria la Molina	Carlos Alfredo GÓMEZ	Principal Professor, Department of Nutrition	Led activities to develop emissions factors for enteric fermentation (output 1.1.)	Male

ANNEX IV. KEY DOCUMENTS CONSULTED

The following table lists the documents consulted during the review.

Table IV.1. List of documents consulted for this review

Project document
Project proposal (ProDoc)
Draft revised ProDoc (dated 28 March 2019)
Project outputs / deliverables
Technical reports Outcome 1. • MINAM. *Programación tentativa sectorial – Mitigación. "Conservación y Gestión Sostenible de Turberas Amazónicas".* November 2022. • MINAM. *Anexo I. Tercer entregable de la PTS de la medida de mitigación*. August 2023. • PRODUCE. *Programación tentativa de la medida de mitigación. Reducción de las emisiones de óxido nitros en la fabricación de ácido nítrico*. November 2022. • SERNANP. *Medida de mitigación: "Gestión efectiva en las áreas de conservación regional (ACR)".* N.d. Output 1.1. • FDA. *Factor de emisión de metano entérico en ganadería lechera de zona altoandina y de trópico, así como factor de emisión de metano entérico nacional. Resumen Ejecutivo.* November 2023. • MIDAGRI. *Factores de Emisión Específicos para la Fermentación Entérica del Ganado Vacuno Lechero del Perú*. Video. n.d. Output 1.2. • MINAM. *Documento de Resultados del Inventario Nacional de Gases de Efecto Invernadero 2000-2019.* May 2023. • Ministerio de Energía y Minas. *RAGEI 2019. Reporte Anual De Gases De Efecto Invernadero del Sector Energía 2019. Categorías: Combustión estacionaria y emisiones fugitivas*. 2023. • Ministerio de Transportes y Comunicaciones. *RAGEI 2019. Reporte Anual De Gases De Efecto Invernadero del Sector Energía 2019. Categorías: Combustión Móvil.* 2023. • Ministerio de la Producción. *RAGEI 2019. Reporte Anual de Gases de Efecto Invernadero del Sector Procesos Industriales y Uso de Productos 2019. Categorías: Industria de los Minerales; Industria Química; Industria de los Metales; y Sustitutos Fluorados de Sustancias que Agotan la Capa de Ozono.* 2023. • MINAM. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Uso de la Tierra, Cambio de Uso de la Tierra y Silvicultura del año 2019. Categoría: Tierras.* 2023. • MINAM. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Desechos 2019. Categorías: Eliminación de Desechos Sólidos, Tratamiento Biológico de Desechos Sólidos e Incineración Abierta de Desechos.* 2023. • Ministerio de Vivienda, Construcción y Saneamiento. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Desechos 2019. Categorías: Tratamiento y Eliminación de Aguas Residuales Domésticas.* 2023. • Ministerio de la Producción. RAGEI 2019. *Reporte Anual de Gases de Efecto Invernadero del Sector Desechos 2019. Categorías: Tratamiento y Eliminación de Aguas Residuales Industriales.* 2023. Output 1.3.

- MINAM. *Pautas para la Elaboración de Inventarios Regionales de Gases de Efecto Invernadero.* September 2022.
- Grupo Impulsor Permanente del Sector Privado y Financiero. *Ficha de la Acción Climática Empresarial.* Google Form.

Output 2.1.

- BENAVIDES, Jannet. *Consultoría para diseñar el modelo operativo para el seguimiento y evaluación de las medidas de adaptación al cambio climático en el sector salud. Producto* 2. n.d.

Output 2.3.

- BENAVIDES, Jannet. *Consultoría para diseñar el modelo operativo para el seguimiento y evaluación de las medidas de adaptación al cambio climático en el sector salud. Producto 3*. n.d.
- GUTIERREZ, Oscar. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°2" July 2023.
- GUTIERREZ, Oscar. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°3" September 2023.
- GUTIERREZ, Oscar. Consultancy to prepare the technical contents of the informatic module for monitoring and evaluation of adaptation measures to climate change in the health sector general expertise. Product N°4" September 2023.
- MINAM. *Hoja de ruta general del Componente de M&E de las medidas de adaptación del Sistema para el monitoreo de las medidas de Adaptación y Mitigación.* PowerPoint Presentation. 4 February 2022

Output 3.1.

- No author. Reporte sobre la ficha de acción climática empresarial. n.d.

Project objective.

- MIDAGRI. *Reporte de avance sobre la implementación de medidas de adaptación y mitigación para la NDC.* Submitted to MINAM on 21 August 2023.
- SERNANP. *Reporte de avance sobre la implementación de medidas de adaptación y mitigación para la NDC.* Submitted to MINAM on 23 August 2023.
- MINAM/PNCBMCC Informe N° 01040-2023. Submitted to MINAM on 14 August 2023.
- MINAM/DIOTGIRN. Memorando N° 00415-2023. Submitted to MINAM on 10 July 2023.
- MINEM. Reporte de avance sobre la implementación de medidas de adaptación y mitigación para la NDC. Submitted to MINAM in 2023.
- MINSA. Reporte de avance sobre la implementación de medidas de adaptación y mitigación para la NDC. Submitted to MINAM 11 August 2023.
- MINVIVIENDA. *Reporte de avance sobre la implementación de medidas de adaptación y mitigación para la NDC.* Submitted to MINAM on 14 July August 2023.
- PRODUCE. Reporte de avance sobre la implementación de medidas de adaptación y mitigación para la NDC. Submitted to MINAM 9 August 2023

Policies and regulations

- Government of Peru. *Ley Marco sobre Cambio Climático y su Reglamento.* 2020.
- Government of Peru. *Contribuciones Determinadas a Nivel Nacional de Perú. Reporte de Actualización Periodo 2021 – 2030.* 2021.

- Government of Peru. *Plan Nacional de Adaptación al Cambio Climático del Perú: un insumo para la actualización de la Estrategia Nacional ante el Cambio Climático.* 2021.
- Government of Peru. *Decreto Supremo No. 003-2022-MINAM. Decreto Supremo que declara de interés nacional la emergencia climática.* January 2022.
- MINAM. Resolución Ministerial Nº 096-2021-MINAM. 7 June 2021. (Adoption of National Adaptation Plan.
- MINAM. Resolución Ministerial Nº 090-2022-MINAM. 13 April 2022. (Adoption of guidelines for subnational GHG inventories).
- MINAM. Decreto Supremo Nº 007-2023-MINAM. 21 July 2023. (Adoption of green finance roadmap).
- MINSA. Resolución Ministerial N° 599-2022-MINSA. 11 August 2022. (Adoption of plan for the implementation of Peru's NDC adaptation actions in the health sector)
- MINSA. Programación tentativa de las Contribuciones Nacionalmente Determinadas en Adaptación frente al Cambio Climático del Ministerio de Salud al 2030. n.d.
- MINAM. Decreto Supremo N. 006-2020-MINAM. 3 July 2020.
- MINAM. Resolución Ministerial N. 197-2020-MINAM. 29 September 2020.

Knowledge and communication products

- UNEP

Training materials

- CBIT Project. *Registros de asistencia técnica y fortalecimiento de capacidades* (2021, 2022, 2023). Excel spreadsheets.
- UNEP

Other

- MINAM. *Nota concepto. Integración de los enfoques transversales en la Gestión Integral del Cambio Climático* (GICC). 2023.

Project monitoring and reporting

Project implementation review (PIR) reports

- 2020
- 2021
- 2022
- 2023
- 2024

Half-yearly progress reports

- 2020
- 2021
- 2022
- 2023

Project completion report, February 2024

Project financial reports

Expenditure reports

- 2020, 21 May 2021
- 2021, 23 February 2022
- 2022, 8 October 2023
- 2023, 15 November 2024
- 2024. 16 December 2024

Project procurement

Small Scale Funding Agreement (SSFA)

- Fundación para el Desarrollo Agrario

Terms of reference and contracts

○ Project manager ○ Expert greenhouse gas emissions ○ Forestry expert ○ Agriculture expert ○Monitoring and evaluation expert ○ Monitoring systems expert ○ Climate finance expert no. 1 ○ Climate finance expert no. 2 ○ Capacity building expert ○ Gender and Indigenous Peoples expert ○ Communications expert ○ Communications assistant
Project governance and oversight
Reglamento de Funciones del Comité Directivo de CBIT. n.d. Agenda, materials and minutes of project steering committee • First meeting, 7 December 2016 • Second meeting, 27 June 2017 • Third meeting, 18 December 2017 • Fourth meeting, 28 June 2018 • Fifth meeting, 14 May 2019 • Sixth meeting, 4 March 2020
UNEP medium, term strategies, programmes of work and other information,
UNEP Medium Term Strategy (MTS) 2014 - 2017
UNEP Medium Term Strategy (MTS) 2018 - 2021
UNEP Programme of Work (POW) 2022 - 2023
UNEP Evaluation policies and standards
UNEP. 2022. Evaluation Policy.
UNEP. 2023. Evaluation Criteria Rating Matrix.
Other information
GEF. Programming Directions for the Capacity-Building Initiative for Transparency. 2016.
GEF. The Capacity Building Initiative for Transparency (CBIT). 2022.
Government of Peru. Ley Marco sobre Cambio Climático. April 2018.
Government of Peru. Decreto Supremo No. 013-2019-MINAM. Decreto Supremo que aprueba el reglamento de la Ley N°30754. December 2019.
MINAM. Plan de Acción en Género y Cambio Climático del Perú. 2020.
OECD. Glossary of Key Terms in Evaluation and Results Based Management. 2010.
UNEP. Internal Cooperation Agreement (ICA) for the Medium-Size Project. 9 April 2019.
UNEP. Amendment No 1 to the Internal Cooperation Agreement (ICA). 30 July 2021.
United Nations. *Marco de Cooperación de las Naciones Unidas para el Desarrollo en el Perú 2017-2021.* 2016.

ANNEX V. PROJECT BUDGET AND EXPENDITURES

Table 7: Project Funding Sources Table (IF NOT ALREADY WITHIN THE REPORT)

Funding source All figures as US$	Planned funding	% of planned funding	Secured funding	% of secured funding
Cash				
Funds from the Environment Fund	-	-	-	-
Funds from the Regular Budget	-	-	-	-
Extra-budgetary funding (listed per donor):				
Global Environment Facility (GEF)	US$ 1,199,000	63%	US$ 1,199,000	63%
Sub-total: Cash contributions	US$ 1,199,000	63%	US$ 1,199,000	63%
In-kind				
Environment Fund staff-post costs	-	-	-	-
Regular Budget staff-post costs	-	-	-	-
Extra-budgetary funding for staff-posts (listed per donor)	-	-	-	-
Sub-total: In-kind contributions	-	-	-	-
Co-financing*				
Co-financing cash contribution	-	-	-	-
Co-financing in-kind contribution				
Ministry of the Environment (Peru)	US$ 650,000	34%	US$ 650,000	34%
Universidad Nacional Agraria la Molina (Peru)	US$ 50,000	3%	US$ 50,000	3%
Sub-total: Co-financing contributions	US$ 700.000	37%	US$ 700.000	37%
Total	US$ 1,899,000	100%	US$ 1,899,000	100%

*Funding from a donor to a partner which is not received into UNEP accounts, but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP – approved project.

Table 8: Expenditure by Outcome/Output

Component/sub-component/output All figures as US$	Estimated cost at design	Actual Cost/ expenditure
Component 1 / Outcome 1	US$ 460,000	US$ 481,845
Component 2 / Outcome 2	US$ 440,000	US$ 415,400
Component 3 / Outcome 3	US$ 190,000	US$ 153,534
Terminal review	-	Pending disbursement
Project Management	US$ 109,000	US$ 109,000
Total	US$ 1,199,000	US$ 1,159,779

ANNEX VI. BRIEF CV OF THE REVIEWER

Name	Francisco Arango
Profession	Environment and climate change consultant
Nationality	Colombian
Country experience	• Africa: Kenya, Tanzania • Americas: Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Peru, Trinidad and Tobago, United States of America, Venezuela • Asia: India, Lao PDR, Malaysia, Myanmar, Thailand
Education	• M.Sc. Environmental and Resource Management • Industrial Engineering, Mechanical Engineering • Project Management Professional (PMP)® • LEED® Green Associate™

Francisco is an international climate change and environment consultant with more than twenty years of international professional experience in countries in Africa, Asia, Europe, Latin America and the Caribbean. Francisco has expertise in policy development, project design and evaluation, climate and carbon finance, training and capacity development, greenhouse gas accounting, and climate change vulnerability and risk assessment. Francisco has held staff positions at the Inter-American Development Bank (IDB), the United Nations Development Programme (UNDP), and the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC). As a consultant, he has contributed to the work of multilateral development banks, United Nations agencies, the secretariat of the Green Climate Fund (GCF) and international NGOs.

Expertise:

Climate change mitigation and adaptation
Design and evaluation of climate change policies, programmes, and projects
Technology assessment, economic analysis of mitigation and adaptation measures
Vulnerability and risk assessment
Greenhouse gas (GHG) emissions accounting
Measurement, reporting and verification (MRV)

Selected evaluation assignments:

Terminal evaluation of the grant “Advancing and Measuring Sustainable Consumption and Production (SCP) for a Low-Carbon Economy in Middle-Income and Newly Industrialized Countries” financed by the International Climate Initiative (IKI).
Terminal evaluation of the project on “Brazil’s Fourth National Communication and Biennial Update Reports to the United Nations Framework Convention on Climate Change (UNFCCC)” financed by the Global Environment Facility (GEF).
Mid-term review of the project on “Energy Efficiency Improvement in Public Sector Buildings in China (PSBEE)” financed by GEF.
Terminal evaluation of the project on “Greening the Logistics Industry in Zhejiang Province, China” financed by GEF.
Terminal evaluation of the project on "Assisting non-LDC Developing countries with Country Driven Processes to Advance National Adaptation Plans (NAPs)" financed by GEF.
Evaluation of the climate change mitigation impact of the project on “Integrated watershed management in lakes Apanás and Asturias (Nicaragua)” financed by GEF.

ANNEX VII. REVIEW TORS

TERMS OF REFERENCE

Terminal Review of the UNEP/GEF project 9872:

"Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation"

Section 1: PROJECT BACKGROUND AND OVERVIEW

Project General Information

Table 1. Project summary

UNEP Sub-programme:	Climate change	**UNEP Division/Branch:**	UNEP's Climate Change Division, Mitigation Branch, GEF Climate Mitigation Unit
Expected Accomplishment(s):	Climate stability: Countries increasingly transition to low-emission economic development pathways and enhance their adaptation and resilience to climate change	**Programme of Work Output(s):** Programme of Work 2022-2023 Climate action subprogramme	Outcome 1C: State and non-State actors adopt the enhanced transparency framework arrangements under the Paris Agreement. Indicator (iii): Number of national, subnational, and private-sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support
SDG(s) and indicator(s)	• SDG 13: Take urgent action to combat climate change and its impacts. ○ Indicator 13.2.1: Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications. • SDG 3: Ensure healthy lives and promote well-being for all at all ages. ○ Target 3.d: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks. ▪ Indicator 3.d.1: International Health Regulations (IHR) capacity and health emergency preparedness. • SDG5: Achieve gender equality and empower all women and girls. ○ Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. ▪ Indicator 5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment. • SDG9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. ○ Target 9.a: Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing states. • Indicator 9.a.1: Total official international support (official development assistance plus other official flows) to infrastructure		

	• SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable. • Target 13.2: Integrate climate change measures into national policies, strategies and planning.		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7[129])	11. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment		
Dates of previous project phases:	N/A	**Status of future project phases:**	CBIT II to be developed in 2024

FROM THE PROJECT'S PIR REPORT:

Project Title:	Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation		
Executing Agency:	UNEP´s Regional Office for Latin America and the Caribbean on behalf of Peru´s Ministry of Environment (MINAM). .		
Project partners:	Ministry of Environment (MINAM).		
Geographical Scope:	National		
Participating Countries:	Peru		
GEF project ID:	9872	**IMIS number*[130]:**	N/A
Focal Area(s):	Climate Change	**GEF OP #:**	
GEF Strategic Priority/Objective:	CBIT	**GEF approval date*:**	26/04/2019
UNEP approval date:	26/04/2019	**Date of first disbursement*:**	21/05/2019
Actual start date[131]:	16/09/2020	**Planned duration:**	36 months
Intended completion date*:	28/02/2024	**Actual or Expected completion date:**	28/02/2024
Project Type:	CBIT	**GEF Allocation*:**	US$ 1,199,000
PPG GEF cost*:	50,000	**PPG co-financing*:**	0
Expected MSP/FSP Co-financing*:	US$ 700,000	**Total Cost*:**	1,199,00
Mid-term Review/eval. (planned date):	N/A	**Terminal Review (planned date):**	April 2024
Mid-term Review/eval. (actual date):	N/A	**No. of revisions*:**	2
Date of last Steering Committee meeting:	TBC	**Date of Last Revision*:**	24/06/2022
Disbursement as of 30 June 2022*:	US$ 312,252	**Date of planned financial closure*:**	28/02/2024

[129] This does not apply to Enabling Activities
[130] Fields with an * sign (in yellow) should be filled by the Fund Management Officer
[131] Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.

Date of planned completion[132]*:	28/02/2024	**Actual expenditures reported as of 30 June 2022[133]:**	US$ 306,233
Total co-financing realized as of 31 June 2022:	$240,000	**Actual expenditures entered in IMIS as of 31 December 2022*:**	N/A
Leveraged financing:[134]	0		

Project Rationale[135]

This project aims to help Peru overcome significant barriers that currently hinder the country from fulfilling its international commitments under the Paris Agreement, particularly Articles 4 and 13, as well as the Katowice Climate Package. Peru has made strides in establishing frameworks for climate action, such as the Multi-sectoral Working Group (GTM), which includes 13 ministries and the National Strategic Planning Center (CEPLAN). However, there are still critical gaps in capacity that need to be addressed to ensure successful implementation of the Nationally Determined Contribution (NDC).

Peru's NDC includes both mitigation and adaptation components, requiring robust capacity in various sectors like energy, transport, agriculture, and health. However, the country lacks the necessary tools and expertise for effective planning, implementation, and monitoring of these actions. There is a particular need to strengthen human, technical, and institutional capacities to support long-term strategic planning and decision-making.

Currently, Peru struggles with limited capacity to track and report on greenhouse gas emissions, monitor adaptation actions, and evaluate the impact of climate policies. Additionally, there is a reliance on external consultants, which, while helpful in the short term, does not contribute to building permanent, sustainable capacity within the country.

The Ministry of Environment, as the technical secretariat of the GTM, plays a key role in coordinating efforts across sectors. However, there is an urgent need to further develop Peru's national transparency system to improve tracking of both mitigation and adaptation efforts. This system will be essential for meeting the requirements of the Enhanced Transparency Framework under the Paris Agreement and for strengthening Peru's overall climate ambition.

The proposed project will directly address these capacity gaps by supporting the development of key components of Peru's national transparency system, focusing on areas such as mitigation, adaptation, means of implementation, and long-term planning. This comprehensive approach will ensure that Peru has the necessary tools and systems in place to effectively manage and use climate-related information, ultimately leading to more informed policy and decision-making processes.

In summary, this project will provide Peru with the critical support needed to build and sustain the capacity required to meet its climate commitments, thereby contributing to global efforts to enhance transparency, trust, and effective climate action.

To ensure effective climate action planning and implementation in Peru, the project is divided into three components, each with two outcomes. The first component focuses on climate change mitigation within Peru's transparency system. It aims to establish a robust system for managing greenhouse gas (GHG) data, which is crucial for improving the quality of GHG inventories and setting the foundation for accurate GHG projections. Key elements of this component include strengthening institutional arrangements to support continuous improvement and smooth operation of Peru's GHG data management system (Output 1.1), developing local emission factors in collaboration with research

[132] If there was a "Completion Revision" please use the date of the revision.
[133] Information to be provided by Executing Agency/Task Manager
[134] See above note on co-financing
[135] Grey =Info to be added

institutions (Output 1.1), and enhancing the technical capacities of GHG inventory teams through targeted training on projection methodologies (Output 1.2).

The second component addresses adaptation to climate change, focusing on the need for systematic information management regarding the adaptation goals outlined in the Nationally Determined Contribution (NDC). Given the vulnerability of priority sectors such as health, water resources, agriculture, fishery, and forestry, it is crucial to design a monitoring and evaluation (M&E) system that allows for tracking progress and improving adaptive capacity. The key elements of this component involve conducting a comprehensive analysis of current M&E practices within the health sector (Output 2.1), strengthening technical capacities for M&E of adaptation actions through collaboration with national research institutions (Output 2.2), and designing a functional M&E system for the health sector that facilitates the tracking of adaptation actions (Output 2.3).

Lastly, the third component emphasizes means of implementation, aiming to enhance institutional capacity to quantify and report public and private investments related to NDC implementation. Key elements of this component include identifying public and private expenditures associated with the NDC (Output 3.1), training public servants to recognize financial needs and report expenditures accurately (Output 3.2), and establishing communication channels for effectively tracking financial resources mobilized for climate action. Together, these components will contribute to a comprehensive national transparency system that supports Peru's commitments under the Paris Agreement, ensuring effective climate action planning and implementation.

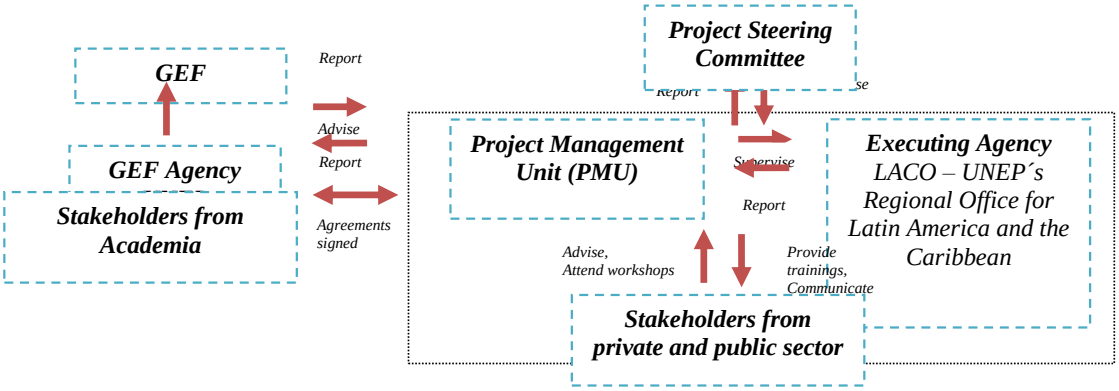
Project Results Framework

See CEO document, annex A.

Executing Arrangements

Project is funded by the Global Environment Facility (GEF) with UNEP acting as the GEF Implementing Agency, as is described in the GEF Operational Focal Point letter (see Annex M). The Executing Agency is LACO – UNEP´s Regional Office for Latin America and the Caribbean on behalf of the Peru Ministry of Environment.

The structure is illustrated in the diagram below and roles and responsibilities of each bodies are detailed in the following table:



For further detailed information see the CEO document: Annex A.6: Project Implementation Arrangements

Project Cost and Financing

The project's budget consists of a GEF grant and co-finance from various partners. Contributions from the GEF can be classified according to their contribution to the Fund's Focal Area objectives as depicted in the table below.

Project Objective: Develop Peru's institutional and human capacities to meet reporting requirements of the enhanced transparency framework of the Paris Agreement

Project Components/ Programs	Financing Type[136]	Project Outcomes	Project Outputs	Trust Fund	(in $)	
					GEF Project Financing	Confirmed Co-financing
Component 1: Climate Change Mitigation in Peru's transparency system	TA	1. Institutional and technical capacities for the formulation and use of sectoral long-term low greenhouse gas emissions development strategies are developed	1.1. Emission factors are developed for at least one prioritized sector 1.2. Capacities on GHG emission projections of GHG inventory teams working with Peru's INFOCARBONO are enhanced. 1.3. General guidelines and tools to ensure consistency and comparability of GHG emission projections among sectors are developed. 1.4. Public servants are trained to integrate long-term strategies and GHG emissions projections into policy and decision-making.	CBIT	460,000	350,000
Component 2: Adaptation to Climate Change in Peru's transparency system	TA	2. Institutional arrangements and technical capacities to systematize information for the implementation of the adaptation component of the NDC[137] are established	2.1 An analysis of current monitoring and evaluation practices and gaps in the health sector is developed with a view to contribute to national level monitoring of adaptation action 2.2 Technical capacities on monitoring and evaluation of adaptation actions/measures are strengthened in the health sector in	CBIT	440,000	180,000

[136] Financing type can be either investment or technical assistance.
[137] Nationally Determined Contribution

			collaboration with Peruvian research institutions 2.3 The M&E[138] system adaptation actions in the health sector is designed			
Component 3: Means of implementation in Peru's transparency system	TA	3. Institutional capacity for quantifying and reporting national public and private investments for the implementation of Peru's NDC is strengthened	3.1 Public and private expenditures associated to the implementation of Peru's NDC are identified and tracked in at least two sectors. 3.2 Public servants in at least two sectors are trained to identify financial needs and report expenditures related to the NDC based on output 3.1.	CBIT	190,000	120,000
			Subtotal		1,090,000	630,000
			Project Management Cost (PMC)[139]	CBIT	109,000	70,000
			Total project costs		1,199,00	700,000

Implementation Issues

To ensure the successful implementation of the project, it is essential to address various implementation issues that have been identified throughout its lifecycle. The project is structured to contribute to Peru's climate change strategies while facilitating the preparation, implementation, and monitoring of the Nationally Determined Contribution (NDC). However, challenges have arisen that could potentially hinder progress.

As of 2023, the overall risk rating for the project is considered low; however, ongoing complexities in administrative processes have been closely monitored. A specific concern has emerged regarding delays in disbursing resources for the enteric fermentation study, which may affect project timelines. In 2022, the project was rated as moderate risk, with a total of 12 risks identified, including ongoing political changes in Peru, which could impact the technical execution and governmental adoption of project deliverables. Mitigation strategies have been implemented, such as executing the project through UNEP's regional office for Latin America and the Caribbean, which has helped maintain stability despite ministerial changes.

Despite a generally satisfactory level of progress, potential risks remain, particularly concerning changes in ministerial authorities resulting from political transitions. Such changes may lead to increased workloads and delays as new officials acclimate to their roles, especially within key ministries involved in the project: Environment, Health, and Finance. Additionally, complexities in procurement processes have led to delays in project execution. Although co-financing strategies have

[138] Monitoring and Evaluation

[139] For GEF Project Financing up to $2 million, PMC could be up to10% of the subtotal; above $2 million, PMC could be up to 5% of the subtotal. PMC should be charged proportionately to focal areas based on focal area project financing amount in Table D below.

been employed to mitigate these challenges, there is an ongoing need to streamline the acquisition of goods and services to enhance implementation efficiency.

In the past, the project faced modest risks due to the global pandemic, which posed direct logistical challenges and indirectly affected staff availability in key ministries. As national priorities shifted in response to the crisis, the implementation gap became evident, risking reduced time for technical activities and administrative delays. Addressing these issues is crucial for ensuring that the project meets its objectives and continues to contribute effectively to Peru's climate change governance frameworks.

To navigate these implementation issues, the project is committed to strengthening institutional and human capacities, ensuring that governance spaces for climate change are effective, and fostering collaboration among stakeholders. This proactive approach aims to create a resilient foundation for managing future challenges, ensuring the project's successful contribution to achieving the objectives set forth in the Paris Agreement and enhancing transparency in climate actions.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

Objective of the Review

In line with the UNEP Evaluation Policy[140] and the UNEP Programme Manual[141], the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and UN Environment, Regional Office for Latin America, and the Caribbean (ROLAC) in representation of the Ministry of Environment. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

Key Review principles

Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The "Why?" Question. As this is a Terminal Review and a follow-up project is possible particular attention will be given to learning from the experience. Therefore, the "why?" question should be at the front of the consultant(s)' minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of "what" the project performance was and make a serious effort to provide a deeper understanding of "why" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

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[140] https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
[141] https://wecollaborate.unep.org

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main Review Report will be shared with key stakeholders by the Task Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the Task Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**[142] listed below (no more than 3 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TR:

Q1: Did State and non-State actors participating in the project adopt enhanced transparency framework arrangements under the Paris Agreement?

Q2: Did the country strengthen and improve transparency mechanisms of national institutions for domestic and UN climate convention reporting?

Q3: Did the State and non-State actors participating in the project adopt new tools developed by the project?

Q4: Was the project executed efficiently?

Q5: What changes were made to adapt to the effects of COVID-19 and how did any changes affect the project's performance?

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report**:

a) Under Monitoring and Reporting/Monitoring of Project Implementation:

What was the performance at the project's-completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[143]).

b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

c) <u>Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:</u>

What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

d) <u>Under Factors Affecting Performance/Environmental and Social Safeguards:</u>

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this Review should be shared with the Task Manager for uploading in the GEF Portal)*

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[142] The strategic questions should <u>not</u> duplicate questions that will be addressed under the standard review criteria described in section 10.

[143] This does not apply to Enabling Activities

e) Under Factors Affecting Performance/Communication and Public Awareness:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

Annex 1 of these Terms of Reference provides a table with a list of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. *Alignment to the UNEP's Medium-Term Strategy[144] (MTS), Programme of Work (POW) and Strategic Priorities*

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[145] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions, or regions where it is being implemented will also be considered. Examples may include UN Development Assistance Frameworks (UNDAF) or, national or subnational development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to

[144] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[145] http://www.unep.fr/ozonaction/about/bsp.htm

whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. *Complementarity with Relevant Existing Interventions/Coherence*[146]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[147], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating[148] should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[149]). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Task Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[150]

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation

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[146] This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

[147] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

[148] In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

[149] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

[150] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019).

will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs available and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision[151]

ii. Achievement of Project Outcomes[152]

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed[153] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness

iii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC *(i.e. from project outcomes, via intermediate states, to impact)*, the Review will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project reviews is outlined in a guidance note and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may

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[151] For GEF funded projects 'project management and supervision' will refer to the project management performance of the Executing Agency and the technical backstopping provided by UNEP, as Implementing Agency.

[152] Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

[153] UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during a review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Review will consider the extent to which the project has played a catalytic role[154] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review will assess the level of communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

Under the efficiency criterion the Review will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness*

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[154] *The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.*

refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[155] with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and Executing Agencies.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

The Review will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[156] results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

The Review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring were used to support this activity.

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

[155] Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.
[156] SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

iii. Project Reporting

UNEP GEF projects are required to report periodically to UNEP and the GEF through half-yearly and project implement review reports. These will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equity (e.g disaggregated indicators and data)

H. Sustainability

Sustainability[157] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Review will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Review will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Review will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

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[157] As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization. In particular, the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality)*.

ii. Quality of Project Management and Supervision

For GEF funded projects 'project management and supervision' may refer to the project management performance of the Executing Agency and the technical backstopping and supervision provided by UNEP as Implementing Agency. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs, target users of project outputs and any other collaborating agents external to UNEP and the executing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval.

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People.

Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[158].

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements[159] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are reviewed above under Quality of Project Design).

The Review will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realized. Ownership should extend to all gender and marginalised groups.

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[158]The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

[159] For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

vii. Communication and Public Awareness

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behavior among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

(a) **A desk review** of:
Relevant background documentation, inter alia.

Project Document and Appendices. This includes, among others, relevant work plans, budget and supervision plans, as well as any revisions introduced after approval.

Theory of change, problem tree, and logical framework.

Project reports, including: half year progress reports, project implementation reports (PIRs), expenditure reports, financial statements, audits, inventory reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and Tracking Tool;

Evaluations/Reviews of similar projects.

Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework, and its budget;

Project reports, including half year progress reports, project implementation reports (PIRs), expenditure reports, financial statements, audits, inventory reports, progress reports from collaborating partners, meeting minutes, relevant correspondence, and the Tracking Tool

Evaluations/Reviews of similar projects.

(b) **Interviews** (individual or in group) with:
UNEP Task Manager (TM);

Project Manager (PM)

Project management team;

UNEP Fund Management Officer (FMO);

Portfolio Manager and Sub-Programme Coordinator, where appropriate;

Project partners, including;

Relevant resource persons;

Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(c) Other data collection tools: If needed, to be agreed between the Task Manager, the Project Manager and the MTR consultant at the inception phase.
(d) Surveys
(e) Field visits
(f) Other data collection tools

Review Deliverables and Review Procedures

The Review Consultant will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables, and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework, and a tentative review schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed, and provide an opportunity to verify emerging findings.
- **Draft and Final Review Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated rating table.

A **Review Brief** (a 2-page overview of the evaluand and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Task Manager no later than during the finalization of the Inception Report.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. The Task Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The final version of the Terminal Review report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Review report.

At the end of the review process, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

The Review Consultant

The Review Consultant will work under the overall responsibility of the Task Manager Asher Lessels, supported by project specialist Ana Celeste Schweiger, in consultation with the Fund Management Officer Fatma Twahir, the Head of Unit/Branch Mark Radka the Portfolio Managers Ruth Zugman Do Coutto and Geordie Colville and the Climate Change Coordinator of the Regional Office for Latin America and the Caribbean, Gustau Manez.

The Review Consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence, and any other logistical matters related to the assignment. The UNEP Task Manager and the project team will, where possible, provide logistical

support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 9 months and should have the following: a university degree in environmental sciences, international development, or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of Climate Changes Transparency Projects is desired. English, French and Spanish are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English and Spanish is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the Task Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

Schedule of the Review

The table below presents the tentative schedule for the Review.

Table 3. Tentative schedule for the Review

Milestone
Inception Report
Review Mission
E-based interviews, surveys etc.
PowerPoint/presentation on preliminary findings and recommendations
Draft Review Report to Task Manager (and Project Manager)
Draft Review Report shared with wider group of stakeholders
Final Review Report
Final Review Report shared with all respondents

Contractual Arrangements

The Review Consultant(s) will be selected and recruited by the Task Manager under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an installment basis, paid on acceptance and approval by the Task Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment:

US$ 24,000 payable for technical work in accordance with the following deliverables.

1. Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorized travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Task Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by UNEP, payment may be withheld at the discretion of the

Head of Branch or Portfolio Manager until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to the Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX VIII. GEF PORTAL INPUTS

The following table contains text to be uploaded to the GEF Portal.

Table 15. GEF Portal Inputs

Question: What was the performance at the project's completion against Core Indicator Targets?
Response: The project reported against Core Indicator 7 on the number of direct beneficiaries. Direct beneficiaries are staff from line Ministries and subnational authorities who benefitted from capacity-building activities related to the elaboration of inventories of greenhouse emissions or to the planning and monitoring of adaptation actions in the health sector. The project reported a total of XX beneficiaries, including XX men and XX women. See paragraph 165 on page 58 of the terminal review report.
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?
Response: The scope of the engagement with stakeholders evolved during project implementation, particularly concerning the private sector under component 3. Plans to engage with the private sector were updated shortly after the project started to respond to the low level of interest from the entities initially targeted. The project could adapt to the new circumstances and engage with a group created to promote the participation of the private sector in the implementation of Peru's nationally determined contributions. Engagement with key stakeholders, including the Ministry of Environment, Ministry of Agriculture and Ministry of Health progressed as planned. These Ministries participated actively in project activities and contributed to securing a strong ownership of project activities and results by the country. The scope of activities with line Ministries under component 1 was revised during project implementation. Nevertheless, the engagement with these Ministries under the revised scope was effective and the results were satisfactory. The revised scope of component 1 allowed the project to engage successfully with subnational governments on the elaboration of subnational inventories of greenhouse emissions. Initial administrative procedures delayed the start of activities with an NGO and University responsible for the development of emissions factors for enteric fermentation but, once the agreement was signed, the collaboration was effective and the results of high quality. The project was able to seize opportunities to engage with women groups and Indigenous Peoples, supporting the activities of newly created groups to promote the participation of these groups in the planning and implementation of climate action in Peru. No mid-term review was completed. See paragraphs 60 and 61 (p. 24), 113-115 (p. 47), 119 (p. 48) 128 (p. 50), 140 (p. 53), 235 (p. 72), and 247-250 (p. 73) of the terminal review report.
Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas?
Response: The project collected gender-disaggregated information on capacity-building activities to report against GEF Core Indicator 11 and project indicator B. The project did not elaborate a gender action plan, but adhered to Peru's gender guidelines, including Peru's gender and climate action plan. The project supported the operation of a committee to promote the participation of women organizations in climate action planning and implementation. See paragraphs 165 (p. 58), 235 (p. 72), and 239-242 (p. 73) of the terminal review report.
Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed.

Response: The project document included an environmental, social and economic safeguards screening that concluded that the project was low risk. During project implementation, the project team monitored safeguards-related risks and reported findings in PIR reports. No safeguards-related risks emerged during project implementation and the approach followed was deemed appropriate by the terminal review.
The project team followed social distancing and other preventive measures adopted in response to the COVID-19 pandemic. These restrictions limited grant activities that required travel.
See paragraphs 244- 245 (p. 73) of the terminal review report.

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions?

Response: The project did not develop a project-specific communications strategy but adhered to communication policies and guidelines of the Ministry of the Environment of Peru. Communication with key audiences, including staff at participating Ministries and subnational health authorities, was direct, through frequent remote and in-person meetings and workshops.
The project disseminated results on the main website of the Ministry of Environment and a climate-specific site. The latter site includes links to sites providing information on national inventories of greenhouse gas emissions and to the national registry of climate mitigation actions of Peru.
The Ministries of Agriculture, Environment, and Health periodically issued press releases informing of key milestones achieved with support from the project.
The project did not use the knowledge dissemination features available from the CBIT Global Coordination Platform. These features could have been used by the project to disseminate relevant project results.
See paragraphs 252-254 (p. 73-74) of the terminal review report.

Question: What are the main findings of the review?

The Evaluation Office of UNEP validated the overall performance rating at the 'Moderately Satisfactory' level.

Response: The project achieved meaningful and relevant results related to i) developing inventories of GHG emissions, (ii) implementing, monitoring and reporting climate change adaptation measures in the health sector, and (iii) quantifying and reporting investments for the implementation of the NDC by public and private sector entities. These results contribute to Peru's capacity to plan and report climate action under the United Nations Framework Convention on Climate Change and can replicated in other sectors. However, participating entities continue to require external support to meet their roles on climate action planning, implementation and reporting.
The project was actively engaged with related initiatives, including activities by the Ministry of the Environment, the NDC Partnership, IKI and others. This engagement contributed to results not initially within the scope of the Project (e.g., design of mitigation activities, green finance roadmap, etc.). This collaboration expanded the scope of project results, built ownership over project activities and results and avoided the duplication of efforts.
The project was fully aligned with international and national priorities (including GEF priorities) related to the implementation of the enhanced transparency framework of the Paris Agreement.
Under the approved project scope, the project had limited opportunities to have an incidence on Human Rights, gender equality, or the rights and participation of Indigenous Peoples, youth, and/or marginalized groups. However, the project team seized opportunities to increase the project's results in these areas.
The project team was competent and effectively navigated the challenges of project implementation. The core team was embedded in the climate change department of the Ministry of the Environment and was supported by the staff of the Ministry.

The overall rating of the project is Satisfactory.
See paragraphs 257-268 (p. 73-77) of the terminal review report.

ANNEX IX IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation"

(GEF ID 9872)

Contact Person (TM/PM): Ana Celeste Schweiger- Loana Vega- Asher Lessels - UNEP Climate Change Division, Mitigation Branch- GEF Climate Mitigation Unit

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES/NO/PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
1- MINAM should explore the possibility of pursuing a follow-up project financed by CBIT.	YES	UNEP is actively supporting MINAM's efforts to design a follow-up CBIT project that ensures continuity of the current initiative. This support includes technical input and strategic guidance during the conceptualization phase to align with CBIT funding priorities and national needs.	March 2026	MINAM
2- MINAM should explore options for securing financing for implementing the M&E system for	YES	UNEP has taken this recommendation into account in the design of the new CBIT proposal, in line with MINAM's interests. In	March 2026	MINAM

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES/NO/PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
adaptation actions. This option may include a follow-up project financed by CBIT, EUROCLIMA, the Readiness and Preparatory Support Programme of GCF, and others.		addition, UNEP has encouraged the integration of financial provisions for the M&E system in the updated regulatory framework of the Climate Change Law. This includes promoting institutional arrangements and the allocation of domestic resources, as well as identifying potential external funding sources such as EUROCLIMA and the GCF Readiness Programme.		
3- MINAM should explore options for maintaining support for the various climate action coordination mechanisms supported by the CBIT Project and that could be at risk of ceasing activities, including the GIP-NDC,	YES	UNEP is supporting MINAM in ensuring the sustainability of coordination mechanisms such as GIP-NDC, CONAMUCC, and PPICC through their institutional integration and by promoting continued support via national and international	June 2026	MINAM

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES/NO/PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
CONAMUCC, and PPICC		sources. Additionally, Peru's participation in the UNEP-led CBIT Global Support Programme enables ongoing capacity-building and peer exchange, reinforcing national capacities beyond the life of the project.		
4- UNEP should ensure that project teams executing projects financed by the Capacity Building Initiative for Transparency elaborate and implement monitoring and evaluation plans as part of standard project management functions. These plans could be informed capacity-building plans detailing the scope, topics, audience, and targets of capacity-	Partially	UNEP partially agrees with this recommendation. While the responsibility for elaborating and implementing M&E and capacity-building plans lies primarily with the executing agency—in this case, LACO-MINAM, as per the PCA—UNEP acknowledges the value of the suggestion and will consider integrating this guidance into its internal supervisory procedures for CBIT projects, where appropriate.	June 2026	EA (LACO-MINAM)

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES/NO/PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
building activities				

The following is a summary of lessons learned from some of the project's experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lesson Learned #1:	Building country ownership over project activities is a key factor for the success and sustainability of project results
Context/comment:	Strong ownership by MINAM, MIDAGRI and MINSA over the activities of the CBIT Project was a key factor contributing to the success and sustainability of project results under outcomes 1 and 2. Ownership by these institutions was built over time, incorporating the needs and perspectives of these institutions into project design and adjusting the scope as circumstances evolved. Another factor contributing to strong ownership was securing the participation of *project champions* in these institutions. These were members of MINAM, MIDAGRI, and MINSA who shared an interest in achieving the project goals and invested their time in contributing to project activities. A third factor contributing to country ownership was the institutional backing of project activities that led to the validation and adoption of key project results by these institutions.

Lesson Learned #2:	CBIT can effectively support climate action in emerging sectors.
Context/comment:	The CBIT Project engaged effectively with the health sector, which was a sector with limited experience with climate action in Peru. The CBIT Project developed the capacities and improved the plans of the health sector to address climate change. Moreover, the CBIT Project facilitated institutional changes that will contribute to the sector's engagement with climate action beyond the project's end. The approach by the CBIT Project engaging with the health sector can be replicated in other sectors with little experience with climate action in Peru

	and other developing countries. The factors listed under lesson learned #1 are important components of this approach.

Lesson Learned #3:	Engaging effectively with the private sector requires consultations and planning to align the objectives of climate policies and businesses
Context/comment:	The original approach to engaging with the private sector proved impractical and had to be revised during project implementation. The alternative approach implemented by the Project had limited success in terms of the project's goal of identifying and quantifying investments in climate action by the private sector. Some of the factors contributing to this limited success included insufficient consultations for the design of project activities, limited previous experience by MINAM engaging with the private sector in climate action, and a diversity of objectives and priorities by participating companies and business organizations. Similar projects could benefit from additional consultations during project design to identify and agree with potential private-sector partners on the approach and objectives of activities to engage in climate action, including the reporting of investments in climate change mitigation and adaptation.

Lesson Learned #4:	Delivering and measuring the results of effective capacity-building can be supported by a planning, monitoring and evaluation framework.
Context/comment:	The CBIT Project was a capacity-building project implemented without a capacity-building plan. Such a plan could have defined the scope, methods and audience of training activities and outlined a framework to track progress and evaluate the results from these activities (see paragraph 198 of this report). The lack of such a plan was a key shortcoming of the CBIT Project. Without this plan, the CBIT Project was less effective in targeting and delivering training activities and struggled to measure and report progress adequately. Similar projects focused on capacity-building objectives could benefit from developing and formally adopting a capacity-building plan to plan, guide and evaluate training activities.

Lesson Learned #5:	Coordination and collaboration with other related initiatives is strongly encouraged. However, the reporting of this

	collaboration needs to be clear about the attribution of results and the allocation of resources.
Context/comment:	The CBIT Project coordinated and collaborated effectively with related initiatives. This type of collaboration is strongly encouraged as it avoids duplication of efforts and improves overall results. However, reporting by the CBIT Project was often unclear about the scope of these collaborations which made it difficult to differentiate results directly attributable to the CBIT Project from results the Project only contributed to. Clearer reporting improves project oversight by the project team, PSC, and implementing agency, facilitating the monitoring of progress towards project objectives, and assessing the effective allocation and use of project resources. Reporting can be improved by classifying results in different categories, differentiating results that are within the scope and responsibility of the project, from other results sought by related initiatives that receive input from the project.

Lesson Learned #6:	GEF agencies can support identifying and addressing improvements to project management functions by the project team
Context/comment:	The project team managing the CBIT Project was competent and delivered the project activities effectively. Still, the team demonstrated shortcomings regarding certain formal project management functions, including adaptative project management, financial management, and monitoring and reporting. The GEF implementing agency identified challenges regarding the financial management function and provided training and guidance to the project team. A similar approach could have helped address shortcomings in project monitoring and reporting and ensure that changes in the project scope were duly discussed and approved.

Lesson Learned #7:	Engaging with women groups, Indigenous Peoples and other vulnerable groups is a meaningful first step to addressing inequality and exclusion.
Context/comment:	Under the original scope, the CBIT Project had few opportunities to promote gender equality and human rights. However, the project team seized opportunities to engage with women groups and Indigenous Peoples by supporting the activities of two climate action coordination mechanisms in

	Peru: a national committee on women and climate change[160] and an Indigenous Peoples climate platform[161]. These two mechanisms contribute to identifying and addressing the needs and priorities for climate action by these two constituencies and engaging with them as agents of change who can contribute to climate action.

Lesson Learned #8:	The CBIT Global Coordination Platform can improve the delivery and dissemination of project results
Context/comment:	The CBIT Project made only limited use of the services offered by the CBIT Global Coordination Platform, especially those for the dissemination of project results. The platform can be an effective tool for learning and knowledge dissemination, but it requires participation from focal points and active projects financed by CBIT. The platform can also facilitate access to qualified experts by disseminating open vacancies and networking with a community of practitioners.

[160] i.e. *Comité Nacional de Mujeres y Cambio Climático.*
[161] i.e. *Plataforma de los Pueblos Indígenas para enfrentar el Cambio Climático.*

ANNEX X. QUALITY ASSESSMENT OF THE REVIEW REPORT

Quality Assessment of the Terminal Review Report

Review Title: "Capacity Building for Peru's Transparency System for Climate Change Mitigation and Adaptation" (GEF ID 9872)

Consultant: Francisco Arango

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand alone and accurate summary of the main review product, especially for senior management. To include: • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions):* The Executive Summary is well written and covers all required elements. A summary response to key strategic review questions is also provided. Final report *(strengths/weaknesses)*: The Executive Summary presents a comprehensive summary of the main findings based on the assessment of the review criteria. The Evaluation Office notes that this was an internally executed project.	6
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the review and the key intended audience for the findings.	Final report *(coverage/omissions):* All required elements are adequately addressed. Final report *(strengths/weaknesses):* The report presents a concise introduction and description of the evaluand.	5.5
Quality of the 'Review Methods' Section Purpose: provides reader with clear and comprehensive description of review methods, demonstrates the credibility of the findings and performance ratings. To include:	Final report *(coverage/omissions):* Elements are adequately addressed. A table summarizing the respondents interviewed during the data collection phase is also included.	5.5

• description of review data collection methods and information sources • justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) • number and type of respondents *(see table template)* • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	Final report *(strengths/weaknesses):* The section presents a comprehensive description of the review methods. Limitations are also explained. Para 113 of the report may confuse readers as it refers to field visits and evidence gathering as part of the project implementation and not the Management-Led Terminal Review. It would have been appreciated if the report clearly indicated if project sites were visited by the Reviewer, who is based in Peru.	
Quality of the 'Project' Section Purpose: describes and verifies key dimensions of the evaluand relevant to assessing its performance. To include: • *Context:* overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • *Results framework*: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report *(coverage/omissions):* All elements are well addressed. Final report *(strengths/weaknesses):* The report presents a detailed and comprehensive analysis of the key dimensions of the evaluand.	6
Quality of the Theory of Change Purpose: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include:	Final report *(coverage/omissions):* The reviewer reconstructed the ToC at Review and reformulated some of the results statements. Moreover, the reviewer identified Drivers and Assumptions which were missing in the original ToC. A Driver related to gender equality was also identified.	2.5

• description of how the *TOC at Review*[162] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. *The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.* This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	Final report *(strengths/weaknesses):* The ToC at Review is presented both in a diagrammatic and narrative form. The section well articulates the causal pathways explaining also the roles of different stakeholders in the change process. The Evaluation Office notes that the reformulated results statements are not fully in accordance with UNEP results definitions (00b_UNEP Glossary of results definitions_December 2023.pdf). For instance, as indicated in the UNEP Glossary of Results definitions, an outcome is defined as *"a change at institutional level, or changes in behaviors, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries*". However, the three project outcomes at Review refer to strengthening capacities (which, instead, represent output level results) for the: • elaboration of GHG emissions inventories (outcome 1), • systematisation of information for the implementation of the adaptation component of the NDC (outcome 2) • reporting national public and private investments for the implementation of Peru's NDC (outcome 3) The actual behaviorual change/change in condition deriving from the strengthening and building the capacity of national institutions (i.e. demonstration or application of that developed capacity) should have been reflected in the outcome level results. The project long-term impact at review ("Peru has the institutional and technical capacities to *plan for, implement, monitor, and report* climate change adaptation and mitigation actions") is also a result largely at the output level. Instead, impacts are intended as "long-lasting results arising, directly or indirectly from a project. Impacts are intended and positive changes and must relate to UNEP's mandate". Therefore, in this case, the reformulated impact should have referred to the fact that	

[162] During the Inception Phase of the review process a *TOC at Review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

	Peru is reducing its GHG emissions and meeting its NDCs, or that is on a carbon-neutral, climate-resilient pathway, etc. The Intermediate State (IS) reformulated at Review reads as "Sectoral and subnational governments in targeted sectors and the private sector participate in climate action planning, implementation, monitoring, and reporting". This is not an appropriate IS level verb. Capacity was supposed to be enhanced so that stakeholders could do more than participate. Project outputs need to be formulated from the perspective of the intended beneficiaries or users rather than the provider. Some of the outputs at review lack this dimension and therefore read as project deliverables rather than outputs. **NOTE**: The Evaluation Office notes that the change in scope of Outcome 1, i.e., from GHG projections to inventories, was not formally revised during project implementation, yet it was a substantive change at outcome level that should have triggered a management action to revise and seek GEF/UNEP approvals. Para. 117 of the TR report states: '*… this scope change was a material deviation from the outputs and activities listed in the ProDoc that should have been discussed and agreed upon by the PSC and approved by UNEP. Yet, the scope change was not discussed in project reports or minutes of PSC meetings, and no revised ProDoc was produced*.'. Such change, should have also been adequately reflected in the formulation of Outputs 1.2-1.4, since these refer to GHG projections and not inventories.	
Quality of Key Findings within the Report Presentation of evidence: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. Consistency within the report: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. Findings Statements (where applicable): The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the	Final report *(strengths/weaknesses):* Evidence presented by the reviewer is clear. Finding statements specific for each review criterion were not identified.	5

performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.		
Quality of 'Strategic Relevance' Section Purpose: to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation[163]), with other interventions addressing the needs of the same target groups.	Final report *(coverage/omissions):* Required elements are adequately addressed. Final report *(strengths/weaknesses):* The section well describes the project's alignment and strategic relevance with respect to UNEP, donors Reginal and Global priorities, and complementarity with existing interventions.	5
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions):* Elements adequately addressed. The summary table with ratings of the design elements assessed is also presented in this section. Final report *(strengths/weaknesses):* A concise analysis of the project design's strengths and weaknesses is presented.	5
Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[164]), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report *(coverage/omissions):* Required elements are adequately addressed. Final report *(strengths/weaknesses):* The report briefly describes the three main factors (COVID-19 pandemic, political instability, and social unrest) that affected the project implementation.	5
Quality of 'Effectiveness' Section **(i) Availability of Outputs:** Purpose: to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include: • a convincing, evidence-supported and clear	Final report *(coverage/omissions):* The reviewer provided an evidence-based assessment of the level of achievement of each output. Final report *(strengths/weaknesses):* It appears that the project outputs did not have indicators, baselines and	5

[163] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

[164] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	targets, which, as a result, makes it difficult to assess their level of achievement. A summary table summarising the degree of achievement of each output would have strengthened the clarity of the analysis and determination of performance ratings.	
ii) Achievement of Project Outcomes: Purpose: to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (coverage/omissions): Elements are well addressed. Final report (strengths/weaknesses): The section presents a detailed and evidence-based analysis of the achievement of the three project outcomes.	5.5
(iii) Likelihood of Impact: Purpose: to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* The impact statement presented in the ToC at Review should have been included in this section. Final report *(strengths/weaknesses):* The Evaluation Office notes that the reviewer used the UNEP evaluation tool for assessing the likelihood of project's impact. The analysis included an assessment on whether drivers, assumptions, outputs, outcomes and intermediate states were in place by the end of project implementation. However, given the weak formulation of the Intermediate States, the finding that 'All' Intermediate States were achieved is misleading and led to an inaccurate rating.	4.5
Quality of 'Financial Management' Section Purpose: to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used	Final report *(coverage/omissions):* Required elements are addressed. Final report *(strengths/weaknesses):* The section presents a brief analysis of the three dimensions under financial management. As reported in paragraph 182, the Evaluation Office notes that 'No	5

• *communication* between financial and project management staff	financial audits were required for the CBIT Project, and none were conducted'.	
Quality of 'Efficiency' Section Purpose: to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint.	Final report *(coverage/omissions):* Most elements are adequately addressed. Final report *(strengths/weaknesses):* An explanation of the significant delay between the project approval (April 2019) and start of implementation (March 2020) indicated in this section would have been appreciated. Even though briefly mentioned in other sections of the report, more details on the reasons behind the second project revision (approved on 14 February 2024) should have been provided in this section, especially in light of the fact that such revision was approved two weeks before the project operational completion.	4.5
Quality of 'Monitoring and Reporting' Section Purpose: to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • quality of monitoring of project implementation *(including use of monitoring data for adaptive management)* • quality of project reporting *(e.g. PIMS and donor reports)* \	Final report *(coverage/omissions):* The report presents a brief assessment of the three dimensions under Monitoring and Reporting. Final report *(strengths/weaknesses):* The report should have included a more detailed analysis on the data collected during project implementation, including on the representation and participation of disaggregated groups in project activities.	5
Quality of 'Sustainability' Section Purpose: to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Final report (coverage/omissions): Elements adequately addressed. Final report (strengths/weaknesses): The section presents an integrated analysis of the three dimensions under sustainability. A clear indication of whether the project had an exit strategy would have strengthened the analysis.	5
Quality of Factors Affecting Performance Section Purpose: These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors. Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness	Final report (coverage/omissions): All elements well addressed. Final report (strengths/weaknesses): The report presents a comprehensive assessment of the factors affecting performance as a stand-alone section. The Evaluation Office noticed some inconsistency throughout the report on the project start date. For instance, the Project Identification Table and the 'Efficiency' section states that "the actual implementation started in March 2020". However, para. 220 (*preparation and readiness*) states that "The Project	5

• quality of project management and supervision[165] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	started implementation on 26 April 2019 and the first disbursement was completed on 21 May 2019".	
Quality of the Conclusions Section **(i) Conclusions Narrative:** Purpose: to present summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during the review process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report *(coverage/omissions):* Elements are well addressed. Responses to the key strategic questions are also included in this section. Human rights and gender dimensions are also discussed. Final report *(strengths/weaknesses):* The section presents an integrated summary of the project's achievements, challenges, strengths and weaknesses	5.5
ii) Utility of the Lessons: Purpose: to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations	Final report *(strengths/weaknesses):* The Review includes eight lessons learned, which are rooted in project experiences and challenges encountered during the implementation.	6
(iii) Utility and Actionability of the Recommendations: Purpose: to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations. NOTES:	Final report *(strengths/weaknesses):* The report presents four recommendations. A recommendation relating to strengthening the human rights or gender dimension is missing. More details on the challenges/problems to be addressed by each recommendation would have helped UNEP to develop a management response. The Evaluation Office requests that the *responsibility* of the 4th recommendation ('UNEP should ensure that…') is under UNEP and not MINAN and should be addressed at the Branch level.	4

[165] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

(i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.		
Quality of Report Structure and Presentation **(i) Structure and completeness of the report:** To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* The report is complete and follows the Evaluation Office guidelines. All the required Annexes are included in the report.	6
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report *(strengths/weaknesses):* The report is clear and well written. The tone is professional and adequate for an official document. Graphs and tables convey key information.	6
OVERALL REPORT QUALITY RATING		**5.1**

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.