

USAID/PERU LESSONS FROM THE EVIDENCE:

FOSTERING SUSTAINABILITY



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This document presents key learning from USAID/Peru's efforts to address sustainability. Between 2019 and 2024, USAID/Peru has commissioned various studies across several development sectors and USAID initiatives under its portfolio. This document is a synthesis of evidence gathered from key relevant studies and it should not be considered representative of the entire USAID portfolio in Peru.

✓ THERE IS EVIDENCE THAT USAID/PERU PROGRAMMING CONTRIBUTED TO AN INCREASED COMMITMENT TO DEVELOPMENT EFFORTS AMONG PERUVIAN STAKEHOLDERS.

Evaluation evidence showed that, in some cases, USAID/Peru activities focused on capacity development, technical support, and fostering collaboration, have contributed to an increased commitment among local stakeholders to take development efforts forward. USAID/Peru evaluations surfaced numerous examples including public officials making improvements to official government documents, and institutionalization of tools and processes developed in collaboration with USAID/Peru Activities. For example, after engagement with the USAID/Peru supported *Alternative Human and Social Capital Activity*, regional and local policies were amended to include commitments, protocols, and budgets with respect to anti-trafficking initiatives.

“ [The Activity] has worked on different elements of sustainability, especially the development of capacities, protocols, and guides for the institutionalization of the subject of human trafficking in the knowledge and processes of relevant entities. The strategy the project developed to strengthen the capacity of competent institutions, as well as building and providing internal action protocols and guides, lays the foundation for sustainability because it influences people and processes to adopt appropriate practices against human trafficking. An example of this is the development of protocols... and those for the Ombudsman Office prepared with the Ministry of Justice. The training of officials... is a sustainability aspect in the actions of justice operators, because it points directly to issues of rapid updating due to continuous changes in the legislation. A factor supporting sustainability is the placement of human trafficking in regional and local policies, as seen in the adoption of commitments, protocols, and budgets in the regional and local governments, instead of the continuity of the plans that are effective until 2021 the agreements signed during the macro regional and intraregional events, as well as in the tri-border region of Peru–Colombia–Brazil are a sustainability factor because they create awareness, agreements, and commitments. - Mid-Term Evaluation of Human Trafficking in the Peruvian Amazon

✓ A CRITICAL PREREQUISITE OF SUSTAINABILITY IS GAINING THE TRUST OF STAKEHOLDERS WHO ARE RESPONSIBLE FOR TAKING THE DEVELOPMENT WORK FORWARD. Interventions that have led to sustainable results typically have focused on developing the trust of Peruvian stakeholders involved in USAID/Peru supported programs. For example, a USAID/Peru evaluation on the Multiannual Operational Plan for Institutional Strengthening (PORI) intervention with the National Commission for Development and Life without Drugs showed that ongoing engagement by specialists and extension agents with farmers developed trust and in turn strengthened farmer commitment to alternative crops.

✓ **DIRECTLY SUPPORTING THE DEVELOPMENT OF GUIDELINES, TOOLS, PROCESSES, AND BUDGETS, AS WELL AS EFFORTS TO BUILD POLITICAL AWARENESS AROUND KEY ISSUES HAS BEEN CRITICAL TO ADVANCING SUSTAINABILITY.** USAID/Peru has directly supported the development of critical documentation, such as guidelines and technical tools. This has ensured that sought after improvements are codified in writing, which will have a legacy beyond the intervention. The Mission has collaborated deeply with stakeholders in the development and validation of this documentation, which has fostered awareness, trust, and ultimately ownership/institutionalization over the long term. Codifying improvements into documents also promotes sustainability as knowledge is not lost due to staff turnover. Sustainability is further fostered through activities that support improved political awareness, which can help ensure various issues stay on the agenda. For example, efforts to build political awareness of the importance of natural infrastructure investment projects, (such as water source preservation) helped lead to the inclusion of such projects in official public sector documents, which in turn potentially helps ensure implementation beyond the Activity.

“ At the national government level, natural infrastructure (NI) inclusion in official documents will contribute to ensuring further awareness on the importance of NI investment projects. The main results will continue over time as long as knowledge is shared between key stakeholders and measures are taken to prevent knowledge loss due to high position turnover. A result that would ensure sustainability in the coming years is NI inclusion in the public political agenda. The Activity’s efforts to generate political awareness in this respect resulted in NI inclusion in multiple official documents. For instance, projects of interest for water source preservation were included in the National Sanitation Plan, which previously addressed only gray infrastructure. These results promote sustainability, as NI inclusion in normative documents ensures its implementation even beyond the end of the Activity. - Mid-Term Evaluation of Peru’s Natural Infrastructure for Water Security Activity (NIWS)

✓ **THE SUSTAINABILITY OF USAID/PERU’S PRIVATE SECTOR ENGAGEMENT IS DEPENDENT ON THE BUSINESS MATURITY AND MANAGEMENT CAPACITY OF PARTNERING PRIVATE SECTOR FIRMS/ORGANIZATIONS. USAID/PERU’S ORGANIZATIONAL CAPACITY STRENGTHENING EFFORTS HAVE BEEN IMPORTANT IN THIS REGARD.** Larger producer organizations have greater financial capacity, access to wholesale purchases, solvency, technical knowledge, and other factors that make them more likely to continue benefiting from private sector involvement. Conversely smaller organizations struggled to sustain the costs associated with technical assistance and training. As such, an increased focus on organizational capacity efforts of smaller organizations is critical.

THE EVIDENCE

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- [!\[\]\(a9ca2c237943a6d0a9f22252f295b6f3_img.jpg\) Environmental Compliance Review, 2020](#)
- [!\[\]\(9a01a64e0b4ff865df7d32ee7991fe8b_img.jpg\) Environmental Compliance Review, 2023](#)
- [!\[\]\(6aefe9a3d997eb8b55c40ecd5fa7053f_img.jpg\) Final Performance Evaluation of Three Global Development Alliances in Alternative Development, 2023](#)
- [!\[\]\(baa8f8ba8c970db55300f5bb45bb3460_img.jpg\) Gender Analysis – Informing the 2020-2025 Peru CDCS, 2019](#)
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- [!\[\]\(ed205fcb6e75c95529564351570724d7_img.jpg\) Gender Analysis of Venezuelan Migrants, 2022](#)
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- [!\[\]\(4e3fbe2ef35291baab7a42cb80921f3b_img.jpg\) LGBTQI+ Population Assessment: Peru and Ecuador, 2023](#)
- [!\[\]\(7e07afcbfd46dd92c708e363ec417c00_img.jpg\) Mid-Term Evaluation of Human Trafficking in the Peruvian Amazon, 2020](#)
- [!\[\]\(7e5084a8da4d5ff6d50d22c09ead9317_img.jpg\) Mid-Term Evaluation of Peru's Natural Infrastructure for Water Security Activity \(NIWS\), 2023](#)
- [!\[\]\(8c0fccc5cb44cb6c2349621b2f03ed16_img.jpg\) Mid-Term Evaluation of the Economic Inclusion Project \(EIP\), 2024](#)
- [!\[\]\(9a272a5aed417ba1b638a5decd49d86e_img.jpg\) Mid-Term Evaluation: Amazon Indigenous Rights and Resources \(AIRR\), 2023](#)
- [!\[\]\(41c0e1b925839722a4d1554dd00e2252_img.jpg\) Mid-Term Performance Evaluation of the Institutional Strengthening of DEVIDA project \(FID\), 2022](#)
- [!\[\]\(00ff213f4755bda2684037849bc00d38_img.jpg\) Mid-Term Performance Evaluation of the Multiannual Operational Plan for DEVIDA Institutional Strengthening \(PORI\), 2022](#)
- [!\[\]\(8ff4178385db741643d613d0a7d58379_img.jpg\) Peruvian Youth Participation and Civic Engagement Assessment, 2021](#)
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- [!\[\]\(79069f1973dd6e00fc1d60da2889cbd5_img.jpg\) The Right of Access to Land Titling for Native Communities in The Peruvian Amazon, 2022](#)
- [!\[\]\(4f508e5d117c93060193de6e24fe377b_img.jpg\) Whole of Project Evaluation of Alternative Development Project, 2024](#)
- [!\[\]\(cb019e7dc64ba1bb8bebbe5bffe6e051_img.jpg\) Whole of Project Evaluation of Amazonia Verde Project, 2024](#)

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