



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for Country Partnership
Peru

PCP ANNUAL REPORT

Peru



Reporting Period
2018



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



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PCP PERU – AT A GLANCE

Country	Republic of Peru
Status	Programming phase: (identification phase) January 2016 – December 2017 Implementation phase: started January 2018 Expected completion date: December 2022
Principle national policy/ strategy supported by the PCP	“Plan Bicentenario: El Perú hacia el 2021” (Plan 2021)
Focus sectors/areas	Component 1: Quality and innovation Component 2: Value chain and enterprise development Component 3: sustainable industrial parks Component 4: Industrial resource and energy efficiency, and renewable energy
Main participating ministries	Ministry of Production (Lead) Ministry of Environment, Ministry of Foreign Affairs, Ministry of Economy and Finance, Ministry of International Trade and Tourism, Ministry of Agriculture, Ministry of Energy and Mining, Ministry of Transport and Communications, and the National Council of Ministers
Key development partners	Financial institutions: CAF, WB/IFC, laDB, COFIDE Bilateral/multilateral financing partners: China, Switzerland (SECO), Spain, Germany, GEF, EU UN entities: UNDP, FAO, UNEP, WHO, UNITAR, ILO, OECD, IFAD Business sector: National Industrial Association (SNI), Chamber of Commerce of Lima (CCL), Exporters Association (ADEX) Other relevant partners: Pontificia Universidad Católica del Perú (PUCP), Universidad del Callao, regional governments
UNIDO projects with funding secured ¹ (completed and ongoing)	Total number of projects: 6 (reference to Annex 1) Project 1: “Strengthening the coffee and cocoa quality for exports from Peru” Project 2: “Sustainable industrial zone development in Peru” – GEF Project 3: “Partnership for Action on Green Economy (PAGE)” in Peru Project 4: “Mainstreaming of energy and environmental dimension in the PCP Peru” Project 5: “Economic empowerment of women in green industry” Project 6: “PCP Peru coordination” Total funding excl. psc.: US\$ 7,885,000
Total investments leveraged ² (cumulative)	US\$ 75 million public investments in sustainable industrial zones, industrial park development and productive innovation (reference to Annex 2)
Total PCP volume [UNIDO TC funding excl. psc + total leveraged investments]	US\$ 83 million

¹ **Funding secured:** The total budget (net of programme support costs) under signed agreements for UNIDO programmes and projects.

² **Funding leveraged:** Financial contributions allocated by public or private partners towards objectives pursued in a PCP. They are contributed partly as a result of UNIDO interventions within the framework of the PCP. Such resources are not channeled through UNIDO’s accounts and accordingly not under the Organization’s direct control.

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1. EXECUTIVE SUMMARY

The Programme for Country Partnership (PCP) for Peru is aligned with the country's main development policy, the *“Plan Bicentenario: El Perú hacia el 2021”* (Plan 2021), and government objectives in the national Competitiveness Policy. The PCP focuses on four main components: (1) quality and innovation; (2) value chain and enterprise development; (3) sustainable industrial parks; and (4) industrial resource and energy efficiency and renewable energy. Gender mainstreaming and policy advice are cross-cutting elements of the PCP.

2018 marked the successful initiation of the PCP Peru Implementation Phase, encouraged by more political stability in the country and the high engagement of the new Vice-Minister of the Ministry of Production. Programme coordination and governance were consolidated and strong partnerships for technical assistance were established with key national and international partners. The development of a national strategy for industrial parks advanced in close consultation with different ministries and the private sector, triggering a high level of interest from financial institutions in partnering and supporting its implementation.

Technical assistance projects were initiated covering different aspects of inclusive and sustainable industrial development, including quality enhancement of target sectors, sustainable industrial areas and parks development, partnerships for green economy, women's empowerment, and the mainstreaming of energy and environmental dimensions in the PCP Peru. All projects have high potential for driving innovation, investments and partnerships, and replication at the national level

In cooperation with the Ministry of Production, the Ministry of Environment and the local European Union (EU) office, the International “Circular Economy Forum: Production of the Future” was organized in Lima from 12 to 13 September 2018. The event generated strong high-level commitment and was attended by over 200 government, academia, civil society and industry representatives from the European Union and the Latin American and Caribbean region. Consequently, the Ministries of Production and Environment invited UNIDO and the EU to jointly develop and implement a National Roadmap for Circular Economy.

By the end of 2018, funding for technical assistance amounted to US\$ 7 million and investments and co-funding leveraged to US\$ 75 million. The project pipeline comprises six additional projects amounting to US\$ 32 million.

Regular consultations took place with national private sector associations to foster their engagement in the PCP and enhance coordination of technical assistance interventions. In 2019, the local PCP Coordination Office is expected to move to the premises of the National Association for Industries (SNI), to further enhance cooperation with the private sector.

Funds mobilization remains a challenge in a middle-income country like Peru; therefore, it is envisaged to set-up – under the joint auspices of the Ministry of Economy and Finance, the Ministry of Production (PRODUCE) and the Ministry of Foreign Affairs – a Partner and Donor Working Group (PDWG) in 2019, to serve as the main focal point for bilateral and multilateral partners, including financial institutions, and facilitate resource mobilization and funds allocation for the PCP. The PDWG will further streamline coordination, and increase complementarities and synergies between the various donor and partner interventions related to industrial development.

2. INTRODUCTION

The Programme for Country Partnership for Peru (PCP Peru) was developed in line with the country's main development policy, "Plan Bicentenario: El Perú hacia el 2021" (Plan 2021), a strategic plan aimed to drive Peru towards an inclusive, sustainable and planned development model. This plan, defined by the Central Planning Agency (CEPLAN), outlines a roadmap and objectives for 2021, and defines six strategic axes: (1) human rights and social inclusion; (2) opportunities and access to services; (3) state and governance; (4) economy, competitiveness and employment; (5) regional development and productive infrastructure; and (6) environment, biological diversity and disaster risk management. The 4th, 5th and 6th axes are the most relevant for the PCP Peru.

Additionally, in July 2018, the President of Peru proposed five guiding overarching strategic axes to define the government's general policy in the coming years towards 2021: (1) integrity and the fight against corruption; (2) institutional strengthening for governance; (3) equitable, competitive and sustainable economic growth; (4) social development and the well-being of the population; and (5) effective decentralization for development. In support of the third strategic axis, the government published guidelines for the development of a National Competitiveness Policy, itself comprising of eight axes: (1) infrastructure; (2) training and human capital accumulation; (3) labour market; (4) logistics and international trade; (5) science, technology and innovation; (6) institutions; (7) business environment; and (8) financing to increase productivity and competitiveness in the country.

In December 2015, the Government of Peru and UNIDO began developing a holistic programme to accelerate inclusive and sustainable industrial development (ISID) in Peru. A Joint Declaration on the PCP was signed by the Ministry of Production and UNIDO at the occasion of the Organization's General Conference. Peru became the first PCP in the Latin America and Caribbean region and part of the pilot phase.

The PCP for Peru aims to facilitate the mobilization of partners, expertise and resources to contribute to modern, competitive and inclusive industry in Peru, aligned with the national development strategy, the *Plan Bicentenario: El Perú hacia el 2021* (Plan 2021). The PCP rests on a multi-stakeholder partnership between development partners, UN entities, financial institutions and the business sector, under the overall leadership of the Government of Peru.

Four components/priority areas were identified for the PCP Peru, integrating ISID objectives, national priorities for 2016-2021 and the goals of the 2030 Agenda:

Component 1: Quality and innovation

Component 2: Value chain and enterprise development

Component 3: Sustainable industrial parks

Component 4: Industrial resource and energy efficiency, and renewable energy

The PCP's implementation phase started in January 2018 with several technical projects launched within the programme's priority areas. Since the initiation of the PCP, UNIDO has been providing technical assistance, policy advice and strategic guidance related to the four priority PCP components mentioned above.

Under the leadership of PRODUCE, PCP coordination mechanisms were strengthened over the course of 2018. UNIDO developed specific activities under the Sustainable Industrial Parks component, working towards the launch of a National Strategy for Sustainable Industrial Park Development planned for 2019, aligning with public and private sector initiatives in Peru and strengthening the role of financial institutions in the PCP.

3. ALIGNMENT WITH AND CONTRIBUTION TO UNDAF

UNIDO participates in United Nations Development Assistance Framework (UNDAF) Peru (2017-2019), within the sub-product 3.3 “Policies and instruments for productive development, economic diversification and promotion of inclusive businesses, including the participation of sub-national levels and the principles of decent work”, of product 3 “Improved regulatory framework and public policies and programmes to increase productivity in MSMEs that promote formalization” of the Direct Effect 1: “By 2021, people in conditions of vulnerability, poverty and discrimination improve their access to productive and decent livelihoods and employment, through sustainable development paths that strengthen social and natural capital, integrating adequate risk management”.

4. PROGRAMME-LEVEL RESULTS

4.1. COORDINATION AND GOVERNANCE

1. National Advisory Board

As a way to consolidate and further strengthen the governance structure of the PCP Peru, PRODUCE organized several meetings in view of establishing a working group under the Multi-sectoral Commission for Productive Diversification to host the PCP National Advisory Board. This will allow the PCP to build on an already existing platform that includes key public and private sector institutions in the sphere of industrial development. The Ministry of Environment and the Ministry of Foreign Affairs were invited to join the initiative.

The meetings of the PCP National Advisory Board were attended by the Ministry of Production, the Council of Ministers, the Ministry of Economy and Finance, the Ministry of Foreign Trade and Tourism, the Ministry of Agriculture, the Ministry of Energy and Mines, the Ministry of Transport and Communications, the National Confederation of Private Business Institutions, National Association of Industries (SNI), the Lima Chamber of Commerce (CCL), and the Exporters Association (ADEX).

2. Partner and Donor Working Group (PDWG)

In 2019, a PDWG is expected to be established – under the joint auspices of the Ministry of Economy and Finance, the Ministry of Production and the Ministry of Foreign Affairs – to serve as the main focal point for bilateral and multilateral partners, including financial institutions, and facilitate resource mobilization and funds allocation for the PCP. The PDWG will also serve to streamline coordination, trigger complementarities and build synergies between the various donor and partner interventions related to industrial development in the country.

3. UNIDO Secretariat

UNIDO has established a PCP Peru technical team at its Vienna headquarters with experts from different departments to support overall coordination and implementation of the programme.

A national PCP Coordination Office was established to facilitate national programme implementation. In 2019, the national office is expected to move to the premises of the SNI to further enhance cooperation with the private sector.

4.2. PARTNERSHIP AND RESOURCE MOBILIZATION

The following section describes the partnerships and resources mobilized, as well as synergies created with other initiatives within the main components of PCP Peru.

Quality and innovation

Activities in the field of strengthening quality for exports of cacao and coffee are funded by the Swiss State Secretariat for Economy (SECO) and implemented in close partnership with INACAL, the National Institute for Quality. Synergies are established with the ongoing “*Agenda Nacional de Café*”, which brings together different national institutions, as well as related programmes of UN entities and financial institutions, namely the Development Bank of Latin America (CAF) and the Inter-American Development Bank (IaDB).

In February 2017, upon request from PRODUCE, UNIDO carried out an independent assessment of twenty newly-established Innovation and Technology Centres (CITEs)^[1] to measure demand for innovation services in each centre’s respective region, the individual centre’s capacity to respond to such demands, and the overall performance of the CITE network. The study helped the Government of Peru to unlock a US\$ 40 million loan for CITE development from the IaDB, as part of a broader US\$ 100 million IaDB public investment programme for productive innovation in Peru.

In 2018, the restructuring process was initiated building on UNIDO’s recommendations, which were officially recognized by the Institute for Technology and Production (ITP), the responsible entity for CITEs. For most of the TA interventions of the PCP at regional level, the CITE network has become an important partner bringing mutual benefits: it ensures good local presence to support efficient project implementation in the regions and, at the same time, enhances the technical capacities of the individual CITE through specific training and support programmes.

Value chain development

The project on “Fostering integrated value chain development in Peru’s aquaculture sector” was developed in close cooperation with the Vice-Ministry for Fishery and negotiations for its financing are ongoing with the Government of the People’s Republic of China. CAF has already committed to providing financial contributions and specific credit schemes to the involved small and medium-sized enterprises (SMEs). Upon approval, the project will establish synergies with an ongoing World Bank (WB)-funded US\$ 100 million project aimed at stimulating SME innovation in the fishery sector. Activities in the area of curricula development for young entrepreneurs were closely coordinated with the Ministry of Education (MINEDU) and PRODUCE. Discussions on cooperation and funding were initiated with the local WB representative and the Swiss government.

A large-scale project on sustainable forest management in the amazon was elaborated jointly by the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD) and UNIDO, and in close cooperation with the Ministry of Environment (MINAM) and the Ministry of Agriculture. Funding of US\$ 18 million is expected to be provided by the Global Environment Facility (GEF) and more than US\$ 100 million are envisaged as co-funding and investments from public and private sources.

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[1] <https://www.unido.org/programme-country-partnership/peru-spanish>

Sustainable industrial parks

The National Programme for Productive Diversification (PNDB) is led by PRODUCE and brings together representatives from several ministries and the private sector. The PNDB serves as the framework for the development of the National Industrial Parks Strategy, which is being supported by UNIDO. Consultations with the WB and laDB are ongoing, led by the Vice-Minister of PRODUCE, to establish cooperation related to the National Industrial Parks Strategy.

Activities in the area of sustainable industrial zones development are also led by PNDB, and coordinated with MINAM and the local government of Callao. Co-funding of more than US\$ 40 million is being provided by the Ministry for Transportation and Communication, MINAM, PRODUCE, SNI, the Chamber of Commerce of Lima, donors (JICA and SECO), universities and the private sector. For 2019, an agreement is expected to be established with the National Development Bank (COFIDE) on setting-up a credit scheme to support SMEs located in sustainable industrial areas and parks.

Industrial resource and energy efficiency, and renewable energy

In 2018, a partnership was established with PRODUCE, MINAM and the local EU office on promoting circular economy activities. UNIDO was invited by both ministries, PRODUCE and MINAM, to develop and implement – with the support of the EU – a National Roadmap for Circular Economy in Peru. A formal agreement is expected in 2019. Furthermore, the Spanish Cooperation Office in Lima expressed interest in enhancing support in this area.

The “Partnership for Action on Green Economy (PAGE)” in Peru is implemented jointly with the International Labour Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), and involves different ministries.

The project on women’s empowerment in green industry is a collaboration between UNIDO and UN Women, supported by the Government of Germany. In 2019, it is envisaged to enhance inter-ministerial cooperation in this area by establishing focal points in PRODUCE, MINAM and the Ministry for Women Affairs. Furthermore, stronger engagement with UNDP and the WB is planned.

4.3. RESULTS OF PCP ADVISORY SERVICES

To date, UNIDO’s policy advisory services have focused primarily on the National Industrial Parks Development Strategy, building on initial studies conducted during the PCP’s programming phase. The launching of the National Industrial Parks Strategy is planned for June 2019, at the occasion of the International Conference on Industrial Parks to be held in Lima.

A Circular Economy (CE) Forum: Production of the Future was organized by UNIDO in September 2018, in collaboration with the European Union, the Ministry of Production and the Ministry of Environment. The event generated commitment at high level and led to the organization of an additional regional CE conference in the City of Arequipa. These events marked the first steps in a cooperation towards the development and implementation of a National Road Map for Circular Economy.

Within the framework of PAGE, UNIDO developed a Green Industry Policy proposal which was presented



Circular Economy Forum 2018 in Lima, Peru

to PRODUCE for approval and incorporation into the overall industrial policy. In 2019, UNIDO will further contribute to the development of a Green Industry Policy and its implementation, ensuring linkages with overall industrial and trade policies in the country. This activity will be implemented in close cooperation with PRODUCE, the key partner for the promotion of green industry in Peru.

In September 2018, at a high-level event convened by the Ministry of Production and the Chamber of Commerce of Lima, UNIDO presented its 2018 Industrial Development Report. The Vice-Minister of SMEs and Industry, representatives from the private sector, the Ministry of Foreign Trade and Tourism, and INDECOPI (National Institute for the Defense of Free Competition and the Protection of Intellectual Property), took part in the event. Discussions were held on instruments for advancing industrial development as inputs for evidence-based decision-making, reinforcing the policy dimension of the PCP Peru. Prior to this event, consultations and a workshop were organized with PRODUCE to discuss progress towards the development of new industrial policies for Peru.

4.4. TECHNICAL COOPERATION (TC) RESULTS

4.4.1 PCP COMPONENT 1: QUALITY AND INNOVATION

This component focuses on strengthening national quality infrastructure and promoting innovation in industry. As such, the component entails capacity-building for national institutions and the promotion of quality and innovation-related policies.

On 26 November 2018, PRODUCE, Switzerland and UNIDO signed a Joint Declaration for the implementation of the project “Strengthening the coffee and cocoa quality for exports from Peru” to enhance competitiveness of the cocoa and coffee value chains. The Joint Declaration was signed by the Secretary of State for Economic Affairs from Switzerland, Peru’s Minister of Production, and UNIDO.

Funding for PCP component 1

ERP ID	Ongoing project / sub-programme title	Donor	Funding (US\$)
180151	Strengthening the coffee and cocoa quality for exports from Peru	SECO	2,248,000
		Sub-total:	2,248,000
Component total		US\$ 2,248,000	

4.4.2 PCP COMPONENT 2: VALUE CHAIN AND ENTERPRISE DEVELOPMENT

This component aims to strengthen the performance of targeted value chains to facilitate access to new markets and create employment. It also entails technical cooperation on entrepreneurship development, clusters and network creation.

In coordination with the Vice-Ministry for Fishery, the project document “Fostering integrated value chain development in Peru’s aquaculture sector” was finalized and approved, and subsequently sent to different partners for funding consideration. As part of the project’s development, UNIDO conducted three studies: (i) a value chain diagnosis; (ii) amazonic aquaculture business models; and (iii) regulations and protocols for aquaculture in the Peruvian amazon.

The project concept for the elaboration of curricula for youth entrepreneurship development was finalized together with PRODUCE and MINEDU. Funding negotiations are ongoing with the WB.

In December 2018, the project concept for a large-scale programme for sustainable forest management in the Amazonas, was approved in principle by MINAM. It was jointly elaborated by UNIDO, FAO and IFAD. The project will seek to advance the conservation of forests and wetlands resilient to climate change, maintain carbon stocks, prevent GHG emissions, and generate sustainable local livelihoods. The project will deploy field interventions in and around protected areas and indigenous territories, supported by regional, national and international action.

UNIDO, FAO and IFAD have formed a specialized technical team to further prepare the project and submit the Project Identification Form (PIF) to the GEF Council Meeting in June 2019.

Funding for PCP component 2

ERP ID	Pipeline project / sub-programme title	Donor	Funding (US\$)
170233	Fostering integrated value chain development in Peru's aquaculture sector	CAF, SSCAF	1,841,000
	Entrepreneurship Curriculum Programme	World Bank	936,000
	Improving biodiversity and conservation through developing the Amazon biodiversity product chain	GEF	18,000,000
		Sub-total:	20,777,000
Component total		US\$ 20,777,000	

4.4.3 PCP COMPONENT 3: SUSTAINABLE INDUSTRIAL PARKS

Activities under this component are two-fold: (i) assistance to the development of a national strategy for industrial parks; and (ii) assistance to existing industrial parks and zones within the framework of a GEF full-sized project, "Development of sustainable industrial zones in Peru", and the "Global Eco-Industrial Parks Programme (GEIPP) in developing and transition countries" funded by SECO.

In 2018, UNIDO provided technical assistance to PRODUCE in advancing the development of the National Strategy for Industrial Park Development, aimed to launch in June 2019. Following an in-depth sector and regional analysis, consultations took place with key stakeholders from the public and private sectors as well as representatives from WB and the IADB.

The GEF-funded project "Development of sustainable industrial zones in Peru" was initiated in June 2018 with the transfer of funds from GEF to UNIDO. The objective of the project is to improve regulatory mechanisms for the development of sustainable industrial zones in Peru, including industrial parks, as well as the implementation of a pilot experience in the industrial zone of Callao where the specific objective is to promote the diffusion of clean technologies to reduce emissions of unintentional persistent organic pollutants (POPs) and greenhouse gases (GHGs). Total funding amounts to US\$ 49 million for an expected duration of 48 months, with the aim of developing a model sustainable industrial zone that could be replicated in other industrial zones of the country.

The related project management unit was established in September 2018 with the designation of a National Project Director at PRODUCE and the hiring of a National Project Coordinator. Stakeholder consultations were initiated as well as engagement with potential companies for the demonstration projects. Two studies were undertaken: (i) a policy review and recommendations for the planning

and management of sustainable industrial zones; and (ii) a baseline study on the emissions of unintentional POPs, including the identification of appropriate technologies for reduction.

Funding for the “Global Eco-Industrial Parks Programme (GEIPP) in developing and transition countries” was approved by SECO, with US\$ 2 million earmarked for a national eco-industrial parks project in Peru. The respective project document is under development and implementation is expected to start in 2019.

Funding for PCP component 3

ERP ID	Ongoing project / sub-programme title	Donor	Funding (US\$)
150061	Sustainable industrial zone development in Peru	GEF	4,114,000
		Sub-total:	4,114,000

ERP ID	Pipeline project / sub-programme title	Donor	Funding (US\$)
180318	The Global Eco-Industrial Parks Programme (GEIPP) in Developing and Transition Countries – Component Peru	SECO	2,000,000
		Sub-total:	2,000,000
Component total		US\$ 6,114,000	

4.4.4 PCP COMPONENT 4: INDUSTRIAL RESOURCE AND ENERGY EFFICIENCY, AND RENEWABLE ENERGY

Activities under this component are aimed at improving environmental and energy management in industrial sectors prioritized by PRODUCE. This is being done through the development of sustainable energy projects, efficient water use, rational management of industrial chemicals and the use of environmentally sound technologies.

As part of the project “Mainstreaming of energy and environmental dimension in PCP Peru” efforts were undertaken to promote circular economy and provide training on energy management systems. SMEs in the leather and shoe industry also benefited from training on sustainable production operations.

An international forum on Circular Economy was organized by UNIDO in collaboration with the European Union, the Ministry of Production and the Ministry of Environment. Entitled “Circular Economy Forum: Production of the Future”, the event was held on 12 - 13 September 2018 and chaired by the Director-General for Environment of the European Union, the Director of Environment at UNIDO, Peru’s Minister of Production and the two Vice-Ministers for Environment. The Forum was attended by over 200 government, academia, civil society and industry representatives from the European Union and the Latin American and the Caribbean region. The event generated a high-level of commitment and UNIDO was invited by the Ministries of Production and Environment to develop and implement, with the support of the EU, a National Roadmap for Circular Economy. Consequently, UNIDO organized a second conference on circular economy in the City of Arequipa.

UNIDO, in cooperation with PRODUCE, organized a “Sensitization workshop on energy management systems”, which took place on 26 April 2018 in Lima and was co-funded by the APEC Secretariat. The workshop aimed to promote energy efficiency (ISO 50001), and industrial and technical measures selected in the national context. Additionally, case studies of the Latin American region were presented.

In November 2018, trainings on process optimization and sustainable production were organized in two regions (Trujillo and Arequipa) for SMEs from the leather sector. The trainings were undertaken in close cooperation with the respective CITEs.

As part of the Partnership for Action on Green Economy Programme - PAGE Peru, UNIDO actively promoted an integrated approach towards strategic green industrial policymaking.

In close consultation with key actors of the public and private sector, a Green Industrial Policy guidance document with circular economy elements was developed by UNIDO. It aims to support policymakers in mainstreaming green industry in all relevant policymaking activities. The guidance document was submitted to PRODUCE and will contribute to the development of a new industrial policy.

Additionally, and in order to foster cooperation on circular economy, UNIDO developed a full-size project proposal for the GEF-7 on “Sustainable industrial and municipal solid waste management, applying the concept of circular economy and fostering joint PPP investments”. Its aim is to reduce POPs, mitigate GHG emissions and help preserve international waters in Peru by promoting innovative and sustainable waste management and energy solutions based on circular economy and joint public-private partnership investments. The project will seek to strengthen policies, public and private sector capacities, and local training and innovation to apply best available techniques and best environmental practices. The proposal is still under negotiation with MINAM.

Funding for PCP component 4

ERP ID	Ongoing project / sub-programme title	Donor	Funding (US\$)
170099	Mainstreaming of energy and environmental dimension in the PCP Peru	PTF - Spain	114,000
130090	Partnership for Action on Green Economy (PAGE)	EC, Finland, Germany, Korea, Norway, Sweden, Switzerland	104,000
		Sub-total:	218,000

ERP ID	Pipeline project / sub-programme title	Donor	Funding (US\$)
	Sustainable industrial and municipal solid waste management, applying the concept of circular economy and fostering joint PPP investments	GEF	9,000,000
		Sub-total:	9,000,000
Component total		US\$ 1,555,000	

4.4.5 Overview of cross-cutting projects

Funding for cross-cutting projects

Policy advice and gender mainstreaming are the key cross-cutting interventions of PCP Peru. By the end of 2018, the Government of Germany approved the first tranche of funding part of a global programme on “Economic empowerment of women in green industry”. Peru benefits from this global programme together with Cambodia, Senegal and South Africa. The purpose of this project

is to advise policymakers and practitioners on the establishment and implementation of a policy framework which integrates gender and green industrial policies. The overall aim is to empower women to take leadership roles in green industries, as entrepreneurs or industry professionals. The project will be implemented in close cooperation with UN Women.

In order to design effective industrial policies, quality evidence is essential as input for the design, implementation, monitoring and evaluation of government interventions. Currently, no systematic framework exists in Peru for incorporating inclusiveness and environmental sustainability in productive policies. It is proposed to establish such a framework based on the three main pillars of ISID to contribute to modern and effective industrial policy in Peru. The component would be directly linked to the monitoring and evaluation (M&E) component of the PCP through the development of indicators that measure project and programme contributions to established policy goals and expected impacts.

ERP ID	Ongoing project / sub-programme title	Donor	Funding (USD)
170065	Economic empowerment of women in green industry (global programme totaling US\$ 1.1 million, implementation to start in 2019)	Germany	314,000
		Sub-total:	314,000

ERP ID	Pipeline project / sub-programme title	Donor	Funding (US\$)
	Supporting the systematic collection, processing and use of evidence in industrial policymaking within PRODUCE (to support the development of a national industrial policy)		250,000
		Sub-total:	250,000
Cross-cutting total		US\$ 564,000	

5. LESSONS LEARNED AND BEST PRACTICES

PRODUCE organized several meetings in view of establishing a working group under the Multi-sectoral Commission for Productive Diversification to host the PCP National Advisory Board. Embedding the PCP national coordination body – the PCP National Advisory Board – in an existing governing structure is expected to enhance coordination and alignment with ongoing national initiatives.

Furthermore, the local PCP Coordination Office plays an essential role in supporting the implementation and coordination of the PCP. The PCP Office was temporarily established at the premises of United Nations Office on Drugs and Crime (UNODC), with two PRODUCE technical staff appointed to the PCP Office to increase joint coordination work. In order to further enhance cooperation with the private sector, the PCP Coordination Office is expected to move to the premises of the SNI in 2019.

6. COMMUNICATION

The objectives of the communication strategy for the PCP Peru are as follows:

- To engage with key actors in Peru so as to enhance the impact of PCP Peru interventions and integrate the principles of ISID into policy and planning;
- To engage staff at UNIDO headquarters and regional offices to identify synergies and enhance the impact of technical cooperation activities;
- To bring diverse partners together in the Partner and Donor Working Group and National Advisory Board to promote and support industrial development initiatives;
- To engage donors and financial institutions so as to mobilize partners and resources for ISID; and
- To engage partners and the general public in major events, such as forums, conferences and expert meetings, in order to exchange knowledge, forge partnerships and shape strategies for advancing ISID.

Its target audience is composed mainly of:

- PCP Peru partners (public and private), including high-level representatives from public and private institutions engaged in the promotion and implementation of industrial development initiatives;
- Donors and financial institutions, i.e. all the institutions providing resources, information and expertise for technical cooperation projects;
- The general public;
- Member States; and
- Internal UNIDO staff.

Diverse activities were undertaken to promote PCP Peru achievements so far, such as: the organization of individual, high-level meetings with PCP partners to guide the strategic direction of the PCP; joint workshops and high-level events on industrial development topics, as well as other events at the national and regional level, including regular meetings with representatives from financial and donor institutions; the dissemination of partnership brochures; regular updates on the PCP webpage on the UNIDO website; Member States briefings; articles on the PCP Peru in national newspapers and the implementation of tools such as PCP News Alerts for internal staff.

7. UPCOMING MILESTONES AND MAJOR RESULTS EXPECTED IN 2019

- The International Conference on “Industrial Parks for Sustainable and Inclusive Industrial Development”, will be held in Lima, Peru, on 11-12 June 2019. It is organized jointly by UNIDO, the Ministry of Production and SNI.
- Finalization and launching of the National Strategy for Industrial Parks within the framework of the Industrial Parks Conference.
- Further consolidating and strengthening cooperation with financial institutions, specifically the WB and IADB on industrial parks, CAF on aquaculture and innovation, and COFIDE on specific credit schemes for SMEs in industrial zones and areas.
- Launching of a national study on mainstreaming circular economy services in the CITE network as part of the National Circular Economy Roadmap, implemented jointly by MINAM, PRODUCE, EU and UNIDO.
- Development and launching of the national component of the “Global Eco-Industrial Parks Programme in developing and transition countries”.
- Establishing focal points on economic empowerment of women in green industry in MINAM, PRODUCE and the Ministry for Women Affairs.
- Further consolidation and strengthening the governing structure of the PCP and launching the Partner Donor Working Group.
- Development of a PIF for GEF-7 proposals on “Improving biodiversity and conservation through developing the Amazon biodiversity product chain” and, upon approval by the GEF Council, development of a full-sized project.
- Enhancing evidence-based results reporting on PCP Peru and organizing a national workshop to further enhance alignment between the PCP’s contribution to new national priorities and the SDGs.
- Ensuring the sustainable operation of the PCP Coordination Office through financial contributions and allocation of staff from PRODUCE.
- Establishment of a PCP Coordination Office at the premises of the SNI.

ANNEX 1: PCP PORTFOLIO OVERVIEW – UNIDO TC

ERP ID	PCP component # or cross-cutting area	Ongoing project / sub-programme title	Donor	Funding (US\$)
180151	Component 1	Strengthening the coffee and cocoa quality for exports from Peru	SECO	2,248,000
150061	Component 3	Sustainable industrial zone development in Peru	GEF	4,114,000
170099	Component 4	Mainstreaming of energy and environmental dimension in the PCP Peru	PTF - Spain	114,000
130090	Component 4	Partnership for Action on Green Economy (PAGE)	EC, Finland, Germany, Korea, Norway, Sweden, Switzerland	104,000
170065	Cross-cutting	Economic Empowerment of Women in Green Industry (implementation to start in 2019)	Germany	314,000
150413	PCP coordination	Programme for Country Partnership for Peru - project development and coordination	IDF, PTF - Peru, China, and Spain	991,000
			Sub-total:	7,885,000

ERP ID	PCP component # or cross-cutting area	Pipeline project / sub-programme title	Donor	Funding (US\$)
170233	Component 2	Fostering integrated value chain development in Peru's aquaculture sector	CAF, SSCAF	1,841,000
	Component 2	Entrepreneurship curriculum programme	World Bank	936,000
	Component 2	Improving biodiversity and conservation through developing the Amazon biodiversity product chain	GEF	18,000,000
180318	Component 3	The Global Eco-industrial Parks Programs (GEIPP) in developing and transition countries	SECO	2,000,000
	Component 4	Sustainable industrial and municipal solid waste management, applying the concept of circular economy and fostering joint PPP investments	GEF	9,000,000
	Cross-cutting	Supporting the systematic collection, processing and use of evidence in industrial policy making within PRODUCE (to support the development of a national industrial policy)		250,000
			Sub-total:	32,027,000
PCP total			US\$	39,912,000

ANNEX 2: INVESTMENTS LEVERAGED BY THE PCP, INCLUDING FORECAST FOR 2019

			Allocation/Investment (US\$)				
Partner	Project	Nature of funding	2018	2019	2020	2021	Total
Ministries	Sustainable industrial zone development in Peru	Co-funding and investment	35 million				35 million
Regional government, CAF, CITE	Strengthening the coffee and cocoa quality for exports from Peru	Loan Co-funding		2 million			2 million
IaDB	CITE network	Loan	40 million	5 million			45 million
Private partners	Eco-Industrial Parks	Investment Co-funding		1 million			1 million
WB COFIDE	Industrial Parks (IP)	Loan		50 million			50 million – pending approval of IP strategy
IFAD	Improving biodiversity and conservation through developing the Amazon biodiversity product chain	Co-funding		50 million			50 million
Total:			75 million	108 million			183 million

ANNEX 3: COMMUNICATION STRATEGY 2018

1. Introduction

The Programme for Country Partnership (PCP) is UNIDO’s innovative model for accelerating inclusive and sustainable industrial development (ISID) in Member States. UNIDO’s mandate for ISID is enshrined in the Lima Declaration, adopted by the Organization’s Member States in December 2013 and anchored within the internationally agreed 2030 Agenda. Of the 17 SDGs that comprise this Agenda, Goal 9: “Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation” is especially relevant to UNIDO’s work. The PCP therefore serves to advance ISID to harness industry’s full potential to contribute to lasting prosperity for all. Aligned with the national development agenda and focused on sectors with high growth potential, the programme supports a country in achieving its industrial development goals.

The five-year implementation phase of PCP Peru was initiated in 2018. The PCP rests on a multi-stakeholder partnership led by the Government of Peru. It builds synergies with ongoing government and partner interventions relevant to industrial development. The PCP is also designed to leverage additional investment, as it mobilizes partners and resources to foster a modern, competitive and inclusive industry.

This Communication and Promotion Strategy was therefore developed to present the underlying principles, objectives and desired outcomes of the PCP Peru communication activities and guide the implementation of the strategy.

2. Programme objectives

The PCP Peru aims to drive modern, competitive and inclusive industrialization, in line with the country’s national development strategy, the *Plan Bicentenario: El Perú hacia el 2021 (Plan 2021)*, and its goal of acquiring membership in the Organisation for Economic Co-operation and Development (OECD).

The PCP for Peru focuses on four key interlinked areas:

1. Quality and innovation
2. Value chain and enterprise development
3. Sustainable industrial parks and zones
4. Industrial resource and energy efficiency, and renewable energy

Within the four key areas of the PCP for Peru, UNIDO fosters the establishment of partnerships for upscaling technical cooperation services and leveraging additional resources. The strength of the programme lies in the interconnected nature of its projects, which reinforce the government’s efforts through continuous engagement of the private sector, development finance institutions and donors. This will be achieved through the government-led Partner and Donor Working Group (PDWG), which will be responsible for ensuring synergies and close linkages to infrastructure development, innovation and the efficient and sustainable use of resources. The strategic direction of the PCP Peru is determined by the National Advisory Board (NAB), comprised of high-level representatives from public and private institutions engaged in the promotion and implementation of industrial development initiatives.

3. Objectives of the communication strategy:

- To engage with key actors in Peru so as to enhance the impact of the PCP Peru interventions and integrate the principles of ISID into policy and planning.
- To engage staff at HQ and regional offices to identify synergies and enhance the impact of technical cooperation activities within the PCP Peru.
- To bring diverse partners together in the Partner and Donor Working Group and National Advisory Board, so as to promote industrial development initiatives, within and beyond the PCP Peru.
- To demonstrate the linkages between the PCP Peru and the national development priorities, namely Peru's accession to the OECD.
- To engage donors and financial institutions so as to mobilize partners and resources for ISID.
- To engage partners and the general public in major events, such as forums, conferences and expert meetings, in order to exchange knowledge, forge partnerships and shape strategies for advancing ISID.

4. Target audiences

External Audiences	Role in the PCP	Level of knowledge of the PCP	Motivations/ Barriers	Products of interest <i>Communication style adapted for each audience</i>
PCP Peru Partners (public and private)	High-level representatives from public and private institutions engaged in the promotion and implementation of industrial development initiatives	Overall understanding	To enhance the nation's industrial productivity, with limited capacities	<ul style="list-style-type: none"> • Technical reports and concept papers • Infographics • Case studies • Photos of industry and people • Articles on the topic • Roadmaps • Guides • Summary reports • Videos on ISID projects • Newsletters • Community • Surveys (any kind) • Website with updated news and info • Stories and photo essays around different projects and travels

External Audiences	Role in the PCP	Level of knowledge of the PCP	Motivations/ Barriers	Products of interest <i>Communication style adapted for each audience</i>
Donors and DFIs	Institutions providing resources, information and expertise for technical cooperation projects	Partial understanding	To ensure quality and accountability in the implementation of industrial development projects	<ul style="list-style-type: none"> • Results that show the impacts (brochures, small reports, presentations) • To transform monitoring and evaluation data into case studies, photo essays and market the impact – to build credibility • Technical reports with good summaries • Analytics • Studies (business studies, feasibility studies) • If the donors are also for specific projects: then to present these projects as investment opportunities and give the figures • Surveys • Testimonials (why the others give money in this project) • Website with updated news and info • Factsheets about each project pillar
General public (Peru)	Members of the public engaged in the development process	Minimal / no understanding	To gain opportunities and improve their livelihood	<ul style="list-style-type: none"> • Stories from local communities • Photos • Local activities (festivals, thematic events, marathons, trainings) • Surveys • Testimonials (of improvement)

External Audiences	Role in the PCP	Level of knowledge of the PCP	Motivations/ Barriers	Products of interest <i>Communication style adapted for each audience</i>
Member States	Steering and guiding the implementation and monitoring of the PCPs to advance ISID	Overall understanding	To promote equitable development through industrialization	<ul style="list-style-type: none"> Mixture of items one and two (see above) In addition: official papers as memorandums, post-event reports from high-level meetings, strategies, etc. Specific topics of interest/trends: <i>Circular economy</i> <i>Gender</i> <i>Resource-efficiency</i> <i>Innovations</i> --to do case studies or factsheets on these topics Website with updated news and info

Internal Audiences	Role in PCP	Level of knowledge of the PCP	Motivations/ Barriers	Products of interest <i>Communication style adapted for each audience</i>
UNIDO Staff Members	Engaging in the development and implementation of PCP projects	Overall understanding	Increasing project portfolio and impact of interventions by streamlining work and identifying synergies	<ul style="list-style-type: none"> Joint publications with colleagues from other projects on cross-cutting or specific topics: as gender, EE, chemicals Photos Website with updated news and info Day of Peruvian culture (music, food, etc.) in UNIDO Team building around the topic of Peru (with staff, colleagues, friends and donors, etc.)

5. Key messages and campaigns

Target Audiences	Objectives	Key Messages	Activities/Tools
PCP Peru partners (public and private)	To bring together the unique knowledge and resources of all relevant industrial development actors, so as to maximize the development impact of the PCP	By partnering with UNIDO and other key actors, within the framework of the PCP, partners can catalyze additional resources for large-scale industrial development projects and achieve greater impacts.	<ul style="list-style-type: none"> • Individual, high-level meetings with PCP partners to guide the strategic direction of the PCP • Establishment of the Partner and Donor Working Group and National Advisory Board • Joint workshops and high-level events on industrial development topics
Donors and financial institutions		The PCP Peru is a unique partnership model, led by the Government of Peru in partnership with UNIDO. As such, it requires diverse actors to work together through multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources.	<ul style="list-style-type: none"> • Regular meetings with representatives from DFIs and donor institutions • Dissemination of partnership brochures • Regular updates on the ISID platform
General public (Peru)	To engage the general public in projects and events and demonstrate the linkages between the PCP and national development goals	The PCP is a tool for advancing national development goals and promoting prosperity for all.	<ul style="list-style-type: none"> • To position UNIDO as a transparent, competent and results-oriented organization, and leverage funding for industrial development projects.
Member States	To demonstrate that the PCP is an innovative tool for advancing ISID in Member States	The PCP, as a tool for delivering ISID, is an engine of job creation and economic growth, but also of technology transfer, investment flows and skills development.	<ul style="list-style-type: none"> • Member State Briefings • Dissemination of partnership brochures • Regular updates on the ISID platform
UNIDO Staff Members	To enhance management effectiveness and build on existing UNIDO projects/ tools	The PCP model calls for a more integrated and coherent implementation approach, which in turn will strengthen UNIDO's value proposition and the development of integrated and innovative ISID service packages	<ul style="list-style-type: none"> • Brown bag lunches (inter-departmental presentations on the PCP) • PCP Peru news alerts

6. Risk and risk management

Assumptions/Risks	Mitigation Measures
The language barrier limits the number of national actors who can be reached by PCP communication materials in English	Translate key documents (PCP brochures, progress reports and project factsheets) into Spanish
Traditional print materials are no longer of interest to the public sector	<p>Use new technologies, such as social media, to broaden outreach</p> <p><i>Print materials can be useful: for example, a brochure about PCP and activities in the format of Diary – with the Calendar and Notebook inside.</i></p> <p><i>Or mapping folder with a space to do notes.</i></p> <p><i>Do convenient format of print materials: e.g. posters</i></p>
Lack of resources serves as a major barrier to developing and disseminating communication materials	<p>Engage local communication and media outlets to support the publication and dissemination of communication materials</p> <p>Media partnerships</p>

7. Communication planning

Activities	Tasks and Products	Responsible(s)	Timeframe	Costs
Prepare updates for PCP Peru Timeline on the UNIDO website	Collect information on recent activities. Prepare 1-2 line descriptions of key milestones (e.g. event, launch of study, visit) and pop-ups for timeline updates, if needed.	PCP Peru team PR Focal Point	Monthly basis	-
Upload good quality photos and videos onto Open Text and the PCP Peru page on the UNIDO website	Collect visual materials from national coordinator and PCP team members. Prepare captions for photos to be uploaded onto the ISID platform. If possible, it should be professional photos! It will increase the impact.	PCP Peru team PR Focal Point	Monthly basis	-

Activities	Tasks and Products	Responsible(s)	Timeframe	Costs
Prepare news clips for ‘News’ section on ISID platform	Request information from PCP team members on workshops / events / high level visits. Prepare news clips in the style of a press release.	PCP Peru team PR Focal Point	Monthly basis	-
Prepare updates for ISID Newsletters	Provide a summary of recent advancements and highlights for the ISID Newsletter	PCP Peru team PR Focal Point	Monthly basis	-
Carry out high-level visits, workshops and events	Maintain strong relationships with PCP partners. Organize regular meetings and project-related events	PCP Peru project managers	Quarterly basis	
Engage with local media to disseminate PCP communication materials	Engage with the communication department in the Ministry of Production. Prepare communication materials that can be disseminated through local channels	PCP Peru team National PCP coordinator With support from AMR	Quarterly basis	
Collect data for infographics and promotion	Develop strategy for collecting data and ‘impact numbers’ for communication with stakeholders	PCP Peru team in cooperation with PRM and AMR	Long-term strategy	
Establish media partnerships to promote the news and info dissemination (e.g. RECP net, Green industry platform, etc.) –with the calendar of activities				
Establish profiles and develop community on social media (5 years project)				
There should be a calendar of marketing/media products. What kind of product, when and about what				

8. Monitoring and evaluation

Objectives	Indicators	Means of Verification	Risks and Assumptions
To engage with key actors in Peru, so as to enhance the impact of the PCP Peru interventions and integrate the principles of ISID into policy and planning.	# of actors engaged in PCP projects	<ul style="list-style-type: none"> Project documents Local partners involved in PCP activities BTOMR Endorsement letters 	Key actors in Peru are informed and interested in engaging in the PCP for Peru
To engage staff at HQ and regional offices to identify synergies and enhance the impact of technical cooperation activities within the PCP Peru.	# of joint (inter-divisional) projects and activities developed by PCP Peru team # of staff members who attend PCP briefings	<ul style="list-style-type: none"> Joint projects and activities developed PCP team meeting minutes PCP briefing summary notes 	Staff at HQ and regional offices see the value proposition of the PCP and want to become engaged in the programme and develop joint projects
To bring diverse partners together in the Partner and Donor Working Group and National Advisory Board, so as to promote industrial development initiatives, within and beyond the PCP Peru.	# of members of the Partner and Donor Working Group and National Advisory Board	<ul style="list-style-type: none"> Official designation of members Meeting minutes and "actas" (official meeting report signed by participants) 	Partners are interested in forming part of the Partner and Donor Working Group and National Advisory Board
To demonstrate the linkages between the PCP Peru and the national development priorities, namely Peru's accession to the OECD.	Level of interest from OECD in partnering with UNIDO and the Ministry of Production # of news articles citing the link between the PCP and the recommendations of the OECD	<ul style="list-style-type: none"> Signed agreement between UNIDO-OECD-Ministry of Production News articles on local media sites 	The three institutions succeed in forging a partnership and the PCP is effectively positioned as a tool for facilitating the achievement of the OECD recommendations
To engage donors and financial institutions so as to mobilize partners and resources for ISID.	# of donors / DFIs engaged in the PCP # Resources mobilized # of commitment letters received from donors indicating support for project proposals	<ul style="list-style-type: none"> Project documents Commitment letters 	Donors and financial institutions are interested in contributing resources to industrial development initiatives

Objectives	Indicators	Means of Verification	Risks and Assumptions
To engage partners and the general public in major events, such as forums, conferences and expert meetings, in order to exchange knowledge, forge partnerships and shape strategies for advancing ISID.	# of partners who participate in major PCP events	<ul style="list-style-type: none"> • Event reports • News clips / press releases 	Partners and the general public have an overall knowledge of the PCP and are interested in participating in major events

Activities to be launched:

1. Create the social media profile (decide where) with bottoms of engagement (call, become our partner, etc.)
2. Create the blog to write the news (it can be on LinkedIn)
3. Create infographic (posters):
 - *PCP PERU (the country and programme at a glance). Can also include Goals and Results*
 - *Business in Peru/Invest in Peru at a glance*
 - *All 4 key areas at glance (key figures, etc.)*
 - *Industrial Parks Roadmap at a glance*
 - *Roadmap towards ISID in PERU*
 - *ISID goals for PERU: PCP response (short lines and infographics)*
4. A story telling about PCP work (article)
5. Consider a creation of an individual website developed for the PCP activities with the blog
6. Minimum changes at the current website:
 - *To add description to each key area and concrete goals (as in other two PCPs)*
 - *Group publications per area*
 - *Make the language a bit friendlier*
 - *Ensure that the key message: why do we work, what are the objectives and concrete goals, with whom we work and how, what do we do and how to engage with us is delivered*
 - *Add few quotes*
7. Organize a number of photo-shootings to collect photos and videos
8. Prepare the database of relevant contacts to create a newsletter.
9. A short animation video clip could be produced explaining the project as a whole and its elements
10. Create the events planning

Set marketing goals to measure the impact:

- *Increase the awareness raising on the work of PCP*
- *Increase the number of the website visits*
- *Create communities of people in the social media*
- *Increase of funds*
- *Increase credibility and reputation*



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For more information, please visit:

<https://www.unido.org/programme-country-partnership/peru>



**Programme for Country Partnership
Peru**



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