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PHOTOGRAPH: AVALOS TUCTO "CACAO GROWER IN CODO DE POZUZO"

PERFORMANCE EVALUATION OF INTERVENTIONS WITH DEVIDA: MULTIANNUAL OPERATIONAL PLAN FOR DEVIDA INSTITUTIONAL STRENGTHENING (2018–2022): PORI

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ABSTRACT

The purpose of the performance evaluation of the Multiannual Operational Plan for DEVIDA's Institutional Strengthening (2018–2022): PORI was to assess the progress achieved, analyzing effectiveness, changes brought about, and sustainability. The evaluation questions inquired about achievements, constraints, sustainability factors, lessons learned, and successful practices, as well as challenges ahead. The methodology was based on an Appreciative Inquiry approach and contribution analysis, using a mainly qualitative method. A total of 110 key stakeholders were interviewed, and a document, literature, and database review of the DEVIDA surveys was carried out. Findings show progress in improving farmers' incomes and increasing the land area (in hectares) cultivated with licit products, which is attributable to technical assistance to producers and work with organizations (and formation of associations) that improved productivity. The pandemic limited the intervention and, therefore, its effectiveness; however, it provided an opportunity for productive diversification, leveraging the natural wealth of the intervention zones. The face-to-face technical assistance model provided knowledge and confidence for sustainability. DEVIDA-PORI did little work on gender equality and vulnerable populations, and lack of knowledge on gender issues is still present in local governments and DEVIDA's zonal offices. Given the local context of socioeconomic vulnerability and the threat of illicit crops, and in the absence of other state sectors, intervention in these areas is more complex. Finally, there is a need for greater DEVIDA leadership in order to coordinate actions with other public and private stakeholders, and to include those living in the intervention zones. Some lessons learned are the importance of (1) accompaniment of specialists and extension agents to producers, (2) the promotion of community involvement, and (3) citizen participation to building trust and connections with alternative development. Good technical assistance practices, community tasks, internships and productive diversification are important elements for productive improvements and income generation.

RESUMEN

La evaluación de desempeño del Plan Operativo Multianual de Reforzamiento Institucional a DEVIDA (2018-2022) – PORI tuvo como propósito valorar los progresos alcanzados, analizando la eficacia, los cambios provocados y la sostenibilidad. Las preguntas de evaluación indagaron los logros alcanzados, las limitaciones, los factores de sostenibilidad, las lecciones aprendidas y las prácticas exitosas, así como los retos que se presentan en el futuro. La metodología tuvo un enfoque de indagación apreciativa y análisis de contribución, con un método principalmente cualitativo. Se entrevistaron a 110 actores clave, y se hizo revisión documentaria, bibliográfica y de bases de datos de las encuestas de DEVIDA. Los hallazgos revelan logros en la mejora de ingresos de los agricultores, el aumento de la superficie con hectáreas cultivadas de productos lícitos, lo cual es atribuible a la asistencia técnica a productores y el trabajo con organizaciones (asociatividad) que mejoró la productividad. La pandemia limitó la intervención y por ende la eficacia; pero, dio oportunidad a la diversificación productiva, aprovechando las riquezas naturales de las zonas de intervención. El modelo de asistencia técnica presencial otorgó conocimientos y confianza para la sostenibilidad. Hubo un trabajo escaso de DEVIDA-PORI en igualdad de género y poblaciones vulnerables y, aún se presenta desconocimiento de los temas de género en gobiernos locales y oficinas zonales de DEVIDA. Dado el contexto local de vulnerabilidad socioeconómica y amenaza de cultivos ilícitos y ante la ausencia de otros sectores del Estado la intervención es compleja. Finalmente, se enfatiza la necesidad de un mayor liderazgo de DEVIDA para lograr articular y coordinar acciones con otros actores públicos y privados, y mejorarla con los presentes en las zonas de intervención. Algunas lecciones aprendidas son el acompañamiento de especialistas y extensionistas a productores, la promoción de asociatividad y participación ciudadana como claves para generación de confianza y vínculo con el desarrollo alternativo. Destacan las buenas prácticas de asistencia técnica, las faenas comunales, las pasantías y diversificación productiva como elementos importantes para mejoras productivas y generación de ingresos.

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ACRONYMS AND ABBREVIATIONS

DAIS	Comprehensive and Sustainable Alternative Development
DAT	DEVIDA Technical Affairs Directorate
DATE	DEVIDA's Territorial Articulation Directorate
DPM	DEVIDA's Promotion and Monitoring Directorate
DEVIDA	National Commission for Development and a Life without Drugs
FID	DEVIDA's Institutional Strengthening
GL	Local Government
GORE	Regional Government
JVC	Neighborhood Community Councils
MEF	Ministry of Economy and Finance
OZ	DEVIDA's Zonal Office
PCM	Presidency of the Council of Ministers
PIA	Opening Institutional Budget
PIM	Modified Institutional Budget
PIRDAIS	Comprehensive and Sustainable Alternative Development Budget Program
PIP	Public Investment Project
POI	Institutional Operational Plan
PORI	Multiannual Operational Plan for DEVIDA's Institutional Strengthening
PP	Budget Program
PRDC	Concerted Regional Development Plan
USAID	United States Agency for International Development
VRAEM	Valley of the Apurimac, Ene and Mantaro rivers

EXECUTIVE SUMMARY

EVALUATION PURPOSE AND QUESTIONS

The “Multiannual Operational Plan for DEVIDA’s Institutional Strengthening (2018–2022): PORI” is an intervention implemented by the National Commission for Development and Life without Drugs (DEVIDA) that aims to support DEVIDA in the sustained reduction of illicit coca crops after eradication in the regions of Huanuco, San Martín, Ucayali, and Pasco. This intervention is supported by USAID and is implemented within the activities of the Comprehensive and Sustainable Alternative Development Budget Program (PIRDAIS)¹. The purpose of the evaluation is to assess the progress achieved in DEVIDA’s institutional strengthening, analyzing effectiveness, sustainability, and whether the interventions are on track to contribute significantly to the desired impacts.

The evaluation questions were as follows:

1. To what extent is PORI achieving its objectives?
2. To what extent is PORI generating sustainable changes in the end beneficiaries?
3. Has PORI promoted gender equality and inclusion?
4. What lessons learned are identified from PORI implementation?
5. What good practices can be identified for replication or expansion in other areas?

METHODOLOGY

The evaluation had an Appreciative Inquiry and contribution analysis approach. The study methods were mainly qualitative and involved in-depth online interviews, documentary analysis and statistical analysis of DEVIDA’s survey databases. The scope of the evaluation included Lima, Huánuco, San Martín, Ucayali, Pasco, Junín and the Apurímac, Ene, and Mantaro River Valley (VRAEM). The evaluation period was from July 2018 to March 2021.

FINDINGS

To what extent is DEVIDA-PORI achieving its objectives?

1. The goals established in DEVIDA-PORI for the year 2020 on the steady reduction of illicit coca cultivation after forced eradication (1,595 hectares) were not achieved: by the end of 2020 the area had increased to 2,653 hectares.
2. The income of families in the intervention area (post-eradication) improved between 2018 and 2020 by 9.6 percent, from S/14,570 to S/15,971 soles as an annual average.

¹ For this reason, in this report, DEVIDA-PORI is referred to as the activities carried out by DEVIDA within the framework of the agreement signed between USAID and the Peruvian state.

3. Technical assistance for the improvement of production, productivity, community involvement and sales provided by DEVIDA-PORI in post-eradication areas is influencing the legal generation of income by the participating families.
4. Monitoring information is timely and useful for decision-making at the central level, but Regional Offices have limited human resources to analyze the information.
5. The technical assistance provided by DEVIDA-PORI to local governments was limited and it is not possible to identify whether it resulted in more and better public investment aligned with the needs and priorities of the population.
6. The pandemic limited DEVIDA-PORI's implementation.
7. The administrative processes of the public sector delay the transfer of donations to the DEVIDA Zonal Offices, making the implementation of DEVIDA-PORI more difficult.
8. The limited presence of the state limits DEVIDA's role as a development promoter and the implementation of DEVIDA-PORI.
9. The pandemic prompted DEVIDA to promote productive diversification, which had a positive impact on family incomes (producers and producer organizations).

To what extent is DEVIDA-PORI generating sustainable changes in the end beneficiaries?

10. End beneficiaries show improvements in their productive capacities and income and greater confidence in their licit enterprises.
11. Post-eradication families (DEVIDA-PORI scope) have a favorable opinion about the changes achieved by Comprehensive and Sustainable Alternative Development.
12. DEVIDA has generated knowledge among producers about alternative crops and the organizational development of associations and cooperatives.
13. DEVIDA-PORI's lines of complementarity with other donors and subnational governments are limited.

Has DEVIDA-PORI promoted gender equality and inclusion?

14. Limited progress has been made in the institutionalization of policies for the promotion of gender equality and there is still a lack of knowledge of gender issues among DEVIDA staff.
15. There is no evidence of work on the inclusion of indigenous groups, people with disabilities, Afro-Peruvians, or LGBTIQ people.

Other findings

16. The theory of change in DEVIDA-PORI has some weaknesses and requires clarification.
17. In 2020, less progress was made in the execution of the budget expenditure of transfers and donations, including USAID's contribution, due to limitations imposed by the pandemic.

LESSONS LEARNED

1. **The ongoing accompaniment by specialists and extension agents to farmers was a key tool to establish a bond of trust and strengthen their commitment to alternative crops.** The ongoing monitoring and accompaniment by specialists and extension agents from the Zonal Offices made it possible to learn about the needs and characteristics of the producer families and their relationship to the environment in which the activity is carried out. The presence of the specialists in the field and communication with the producers and families reinforced confidence in the work and sustainability of the intervention.
2. **The selection of limited territories in the regions was key to achieve better technical assistance with productivity results, despite the vulnerability of the people and the difficult environmental conditions in the intervention areas.** The selection of producers with less degraded land allowed improvements in the production of alternative crops with the training and technical assistance provided. However, yield limits and the need for greater environmental care and management were present. The villagers show significant resilience and the ability to take on challenges to face changes and better living conditions with the cultivation of cacao and coffee, but vulnerability (social, economic, lack of infrastructure, security and scarcity of basic services) is a condition that limits the expansion of licit crops to meet the needs of the population. In the current intervention areas, there are producers on land degraded by previous coca cultivation and they face difficulties to improve their production; therefore, they are candidates for future comprehensive strategies of technical support in alternative development.
3. **The strategy of promoting the formation of associations for greater market access was key to achieving greater competitiveness and improved household incomes.** The organization of producers in associations and cooperatives involved a more complex weaving of agreements, rules, developed plans establishing new forms of management in tasks and clear division of labor, thus promoting the added value of the production chain and the benefits thereof. In addition, this strategy is an important point in social and economic development, as it reinforces trust among the villagers in community work, thus collectively solving the community's problems.
4. **Citizen participation activities generate trust, which will allow for a greater consolidation of alternative development.** The activities developed by DEVIDA with the integration of the population, neighborhood councils and associations through the improvement of artistic, sports and social skills, the identification of neighborhood needs, social support, access to government services and their prioritization in PIPs promoted by the local government for local development, generate confidence that the alternative proposed for alternative development is possible to achieve a dignified way of life.
5. **The proposed Local and Regional Development Plans and their Institutional Operational Plans show weaknesses in anticipating the impact of illicit crops on the social and economic development of post-eradication areas;** The lack of a plan to address the presence of coca within most local and regional governments is an important opportunity for DEVIDA's intervention in post-eradication areas, as it is a key player in strengthening the management of subnational bodies to complement the plans, objectives and activities for the DAIS. Development Plans make it possible to establish goals and actions for which subnational governments are responsible in the fight for DAIS and thus include budgets to turn them into reality. Subnational government actions with the work developed by DEVIDA foster synergies to unify criteria and joint action.

6. **The partnerships generated between DEVIDA and USAID’s strategic partners in the financial field improve the productivity and quality of cacao and coffee products** and will benefit the beneficiaries of DEVIDA’s intervention.
7. **The participation of women in alternative development facilitates the integration of families and the community in the planned actions**, promoting the development of a participatory and comprehensive project.
8. **The empowerment of women contextualized in the different cultural and linguistic environments of each intervention area facilitates DEVIDA’s work towards their integration with the DAIS.**
9. **When working with native communities, it is essential to know the hierarchical structure and its organization** because it will facilitate coordination and the implementation of actions within the framework of DAIS. Communities bring their members together through various cultural, kinship, linguistic and economic ties. There is a leader or leaders with whom dialogue is required to coordinate decisions and actions involving the communities.

BEST PRACTICES

1. **Technical assistance by specialists and extension agents on the plots of land and by technical teams to the organizations promote a virtuous circle to generate improvements in production and income.** Direct, face-to-face assistance generates a virtuous circle: greater social ties, more knowledge, more trust, greater production and income. The active presence of the technical teams of the Zonal Offices for technical assistance to producers with field demonstration sessions and according to production and association needs is highly valued by most of the families in the intervention areas because it generates greater knowledge and trust. This form of work is a good alternative to generate income and have a better quality of life.
2. **Community tasks as a strategy for community cohesion.** Community tasks were an activity carried out by extension agents and specialists from DEVIDA’s Zonal Offices and consisted of organizing technical assistance sessions in the field by choosing a plot of land belonging to one of the participating producers. This strategy served two purposes: it was a learning space for farmers where specialists transferred knowledge and techniques in a practical and concrete way and, at the same time, it was a space where cohesion among community members was promoted, since participants supported each other in the maintenance of the work plots.
3. **Internships carried out in the La Merced and Pucallpa ZOs to promote trust and commitment to DEVIDA’s work.** The internships were a learning strategy implemented by DEVIDA’s Zonal Offices. They consisted in taking groups of farmers to nearby communities to get to know closely producer organizations engaged in alternative crops. This activity had a significant impact, especially in the case of women farmers, because not only were they able to see that it was possible to organize themselves and generate income from a legal activity, but also that it was possible to reconcile productive work with reproductive work in the home.
4. **Productive diversification by small producers to cover basic food needs and sustainably expand incomes.** Local producers had basic experience in crop diversification in the Amazon. The pandemic provided an opportunity to progressively expand these experiences with the support of DEVIDA and USAID. The diversification implemented was, on the one hand, with non-agricultural crops such as aquaculture and beekeeping that can easily be adapted in

indigenous and non-indigenous family lands. On the other hand, there was diversification with agricultural crops such as fruit trees that were added to coffee or cacao cultivation and, in other cases, included forestry crops. This makes it possible to overcome the practice of monoculture among Andean migrants who settle in order to obtain food and income. For indigenous families, it means expanding their livelihood system, which uses agroforestry and fishing. Another important aspect of this good practice is that it allows reflecting the requirements of the area of sustainable family farming, and it will also allow the expansion of crops up to 20 hectares with proper environmental management, it will not degrade the soil by crop rotation with a circular economy cycle. It would also allow the reinforcement of buffer zones between indigenous people in favor of conservation areas. Consequently, it will provide greater sustainability to small family farmers.

5. **The environmental care approach in technical assistance to producers.** The environmental care and conservation approach is embedded in the technical assistance provided by DEVIDA to farmers and is aimed at improving the quality of soil that was degraded by coca, agricultural and non-agricultural activities of productive diversification. An example of this is the installation of agroforestry systems. This environmental prospect opens up other market opportunities because it makes it possible to showcase products with this management for the trade that demands it. It also represents a collaboration with the municipalities in the development of environmental management plans included in the PIP proposals.
6. **Monitoring used in the intervention and in the PIRDAIS.** Intervention monitoring is a bulwark for management and sustainability and the existence of a monitoring system in PIRDAIS that includes DEVIDA-PORI is a good practice within the public sector. The monitoring system makes it possible to identify activities, products or services, resources and beneficiaries, and to examine compliance with goals and budgets. Although it still has limitations for the management of the Zonal Offices, it is a valuable tool for management at the central level.
7. **The annual evaluation of PIRDAIS and the DEVIDA-PORI intervention.** It is a good practice to evaluate and monitor the intervention, even more so when it is carried out by independent entities outside DEVIDA because it prevents interpretation biases. This good practice is important for the management of PIRDAIS and DEVIDA-PORI because it is possible to observe, measure and analyze in detail and in a disaggregated manner indicators and their components, as well as to attribute impacts and know the perceptions about the DAIS and the welfare of those involved. Likewise, the continuity in the methodology applied since 2012 (questionnaires and powerful statistical samples) makes it possible to examine the behavior of the indicators over time and make evaluations attributable to the intervention.

CONCLUSIONS

1. DEVIDA - PORI failed to achieve the sustained reduction of illicit crops in the evaluation period (July 2018 - March 2021): the goal was to reduce from 2,491 hectares in 2017 to 1,590 in 2020, but, on the contrary, illicit crops in DEVIDA-PORI area increased to 2,653 in 2020. This is due to different external factors such as the “balloon effect”, since in the face of forced eradication, farmers move between areas and grow coca to cover their family income; compounded by internal factors such as the political uncertainty experienced by the country and covering the evaluation period which affected the national economy and employment. This situation was aggravated by the COVID-19 pandemic.
2. The improvement in household incomes in the intervention zone (post-eradication) may be ascribed to the intervention. There are differences in income between the intervention

population (between 2018 and 2020 there was an increase of 9.6 percent in the average annual income of families) and the population not intervened by PIRDAIS (in the same period there was a decrease of 1.5 percent in the average annual income of families).

3. The improvement in the generation of licit income is due to the fulfillment of the goals set, such as the increase in the area of assisted crops (52 percent increase between 2017 and 2020), productivity, formation of associations and commercialization, in addition to the diversification of production due to the pandemic.
4. The improvement in productivity (yields) per hectare of cacao and coffee is an achievement attributable to DEVIDA-PORI technical assistance, because despite having lower levels of production compared to non-intervention areas, derived from technical conditions (smaller land size, pests, conditions and limitations of degradation of land previously used for coca cultivation); the intervention has been effective in improving the quality and quantity of products (the productive yield of cacao increased by 36 percent in the intervention area, while in the non-intervention area it decreased by 10.2 percent, while coffee yields increased by 64 percent in the intervention zone and 30 percent in the non-intervention zone).
5. Improvements in the monitoring and evaluation system were made possible by leveraging DEVIDA's previous experience. The software was improved and the system was enhanced to obtain real-time information that is being used for decision making at the central level, a process that is not yet observed in the Zonal Offices.
6. DEVIDA-PORI is not credited with the greater or better public investment in local governments; however, the technical assistance provided by DEVIDA with its own resources and with the support of the FID led to improvements in public investment due to a greater number of public investment projects generated in local governments.
7. The main limitation faced by DEVIDA-PORI in achieving its objectives was the pandemic and its consequences on the economy, such as the six-month lockdown, which did not allow face-to-face technical assistance with beneficiaries, the limitations (prohibitions) of the Government for acquisitions and when they were allowed, they resulted in a bottleneck, since the entire Peruvian and world economy had been at a standstill, limiting the provision of minor equipment and supplies.
8. A second limitation to the implementation of DEVIDA - PORI is the inadequate planning for the timely flow of funds according to the agricultural calendar.
9. The limited presence of the State in the areas of intervention of DEVIDA-PORI is a major limitation for the development of the activity, since sectors such as education, health, agriculture, production and others, have isolated actions in the areas of intervention of DEVIDA-PORI and DEVIDA, which are overwhelmed by the needs of the population.
10. DEVIDA-PORI and DEVIDA have significant articulation and coordination at the micro level, with families and local governments; however, the articulation and coordination of DEVIDA-PORI and DEVIDA is weak at the meso and macro levels, for example, with sectors (agriculture, production, housing and others) and with other USAID operators.
11. A success factor of the intervention was the quick adaptation of DEVIDA's managers to face the limitations imposed by the pandemic, which allowed planning for productive diversification, which was possible because it took advantage of the existence of natural resources in the area, community development and environmental work, all of which allowed the improvement of the beneficiaries' income.

12. The sustainability of DEVIDA-PORI's results is based, among other aspects, on the trust it has generated in the beneficiaries, built through the presence of specialists and extension agents in the plots, in the development of the Community Neighborhood Councils and producer organizations, through productive technical assistance and social development, with results expressed in the improvement of their income.
13. The knowledge gained from technical assistance and assumed by producers, Community Neighborhood Councils and producer organizations, when valued by the beneficiaries, will become a factor of change and development for alternative production; however, sustainability is still weak due to the context and vulnerability existing in the intervention areas, which represent challenges that go beyond the productive intervention.
14. The complementarity to achieve the objectives of the intervention was low due to the limited leadership of DEVIDA, the lack of interest in integrating other public sectors and the absence of a more active and integrated work with private sector stakeholders working in alternative development.
15. The limited progress in the promotion of gender equality in the intervention zones is related to the lack of elaboration and approval of a strategy articulated with the Gender Equality Plan and the National Anti-Drug Policy, as well as the continued lack of knowledge on the subject. Progress has been made with respect to the role of women in agricultural productive activities and within organizations; however, this does not directly correlate with the actions proposed by DEVIDA-PORI.
16. No intercultural strategy or tools have been implemented to include native communities in the intervention areas; they are not excluded, but the same methodology is used as with the remaining beneficiaries. With respect to the population with disabilities, Afro-Peruvians and LGBTIQ, their inclusion has not been promoted because they have not been identified in the intervention areas.
17. The design of DEVIDA-PORI does not take into account the adverse socioeconomic context and the risks involved in expanding the area of licit crops, which generates dependence on inputs and minor equipment provided to families. It is a design flaw to expect families to enter licit crops in a framework of coexistence and greater profitability of coca production.
18. DEVIDA-PORI's theory of change is complex because it is inserted in the problem of global coca production and demand, which implies taking into account the stakeholders involved and the levels of influence of external stakeholders, as well as development and management changes in territorial stakeholders and an institutional stakeholder, which are located at three different levels. The logical chain in local governments is the weakest.

RECOMMENDATIONS

FOR DEVIDA

- I. In order to strengthen the improvement of cacao and coffee productivity, the following is recommended:
 - a. Adapt the management procedures and deadlines of the cooperating source to the product portfolio of the PP PIRDAIS, which are based on the agricultural calendar and not on the Peruvian fiscal year, in order to ensure

the timely delivery of inputs, tools and equipment, which guarantees the fulfillment of the planned objectives.

- b. Strengthen supervision instruments and standardize technical assistance instruments in the different links of the value chain of the different production chains (beekeeping, aquaculture, coffee, etc.) promoted by DEVIDA.
 - c. We recommend creating a “fund” or setting aside sufficient funds to support the start-up of agricultural campaigns.
 - d. Promote and accompany the community processes until they are consolidated, supplementing the actions of PIRDAIS and FID.
2. Regarding monitoring systems, the following is recommended:
- a. Strengthen the information collection process in the field to minimize measurement errors and improve reporting and analysis systems. To this end, a directive should be proposed to incorporate and detail the procedures and manuals for data collection and reporting, including the need for continuous training in data collection, report issuance and analysis in real time in each Zonal Office.
 - b. Coordinate among DEVIDA units to learn from the information collected, encouraging the use of SIMDEV information.
 - c. Implement a publicly accessible website information module aimed at internal and external clients, which provides information and indicators of the results of DAIS activities at the territorial level.
 - d. Strengthen the capacity to analyze relevant information for the management of the Zonal Office teams, promoting decentralized and timely decision-making.
3. Regarding Local Governments:
- a. Consider the inclusion and definition of activities that seek improvements in investment in local governments through public investment projects in the DAIS territories, considering their own characteristics, taking advantage of the capacities of the Zonal Offices’ teams and thus obtaining greater resources for activities financed by DEVIDA and other sources such as Multiannual Investment Programming (PMI) and sectoral programs.
 - b. Emphasize the GLs in consideration of criteria: (i) DEVIDA’s strategy, potential to reduce gaps based on resource management, (ii) population capacities and participation, (iii) GL capacities in proposal management in post-eradication areas to expand state resources, and (iv) capacity for democratic work and transparency with the public.
4. Regarding articulation in the face of the scarce presence of the state:
- a. DEVIDA must take on its role as articulator in the field, based on the National Anti-Drug Policy. In this regard, it is vital to liaise with the Regional Governments within the framework of the Concerted Regional Development Plans, which are linked with the sectors to contribute to comprehensive development, as well as with other stakeholders such as the private sector.

- b. Intersectoral coordination is important because interventions require specialization in the environmental, agricultural, and environmental health fields, among others; as well as to supplement resources for sustainable development work.
- 5. Systematize the experiences developed for the implementation of DAIS activities during the COVID-19 pandemic in order to derive lessons learned that serve as input to improve the methodologies and operational designs of the activities.
- 6. Expand the portfolio of activities executed with DEVIDA-PORI to consider productive diversification in direct execution activities, including agricultural and non-agricultural productive economic activities (fish farming, beekeeping, oil palm, camu camu, fariña, ginger, and avocado, among others), taking into consideration the potential of the territory where the activities of the PIRDAIS Budget Program are developed, fostering food security and strengthening local markets.
- 7. The following is recommended to strengthen sustainability:
 - a. Implement actions in the technical assistance and supervision processes, which strengthen the trust built with the DAIS population (families, organizations), based on transparency of management and information; as well as in the improvement of enabling conditions for the exercise of its role in DEVIDA's direct collaborators.
 - b. Develop actions that facilitate the monitoring of DEVIDA's intervention population within the framework of DEVIDA-PORI once the intervention has been completed, in order to identify possible long-term effects that could have an impact on DEVIDA-PORI's sustainability.
- 8. For the promotion of gender equality and vulnerable populations, the following is recommended:
 - a. Design and approve the Gender Action Plan articulated with the National Policy on Gender Equality and the National Anti-Drug Policy.
 - b. Incorporate in DEVIDA's plans and activities guidelines to implement the National Human Rights Plan to include vulnerable populations.
 - c. Formalize, approve, and disseminate the tools developed within the framework of incorporating gender and intercultural approaches in DEVIDA with the teams of the Zonal Offices. Likewise, design new specific tools for the incorporation of the gender and interculturality approach for productive activities directly executed by DEVIDA within the framework of the PP PIRDAIS.
 - d. Strengthen the capacities of Zonal Office teams, officials and professionals in municipalities to implement actions aimed at gender equality.
 - e. Develop specific strategies for intervention in indigenous communities.
 - f. Include producer associations, neighborhood councils and boards of directors of indigenous communities in activities aimed at gender equality.
 - g. Develop indicators to measure progress in gender equality, interculturalism, and social inclusion.

FOR DEVIDA AND USAID

9. Improve coordination processes between DEVIDA and USAID, so that DEVIDA-PORI resources can be executed in a timely manner by DEVIDA in order to effectively respond to the PIRDAIS product portfolio, which is based on the agricultural calendar and not the tax year; in such a way as to ensure the timely delivery of inputs, tools and equipment, which will ensure compliance with the planned objectives.
10. Regarding budget execution:
 - a. We recommend identifying the administrative processes in which there are delays in the authorization of the management of donation resources and developing improvements in the management of time and processes for the management of donation transfers to the OZs.
 - b. We recommend DEVIDA to have contingency plans and reserve funds in case of disasters, adverse effects or high-risk disasters, to ensure continuity in the provision of support to families.
11. To improve coordination at the DEVIDA-PORI intervention level, strengthen coordination between DEVIDA, the Zonal Offices and other USAID-supported projects, exchanging information and lessons learned in order to contribute to the achievement of objectives in the DAIS and sustainability areas.
12. Analyze and redefine DEVIDA-PORI's theory of change taking into account the National Anti-Drug Policy:
 - a. Redefine the purpose of the PORI and update the objective, aligning it with Strategic Objective I of the National Anti-Drug Policy, so that they respond to the true effect that DEVIDA-PORI should produce, which is "to improve the socioeconomic situation of the DAIS population (families and organizations) present in areas of illicit coca leaf cultivation".
 - b. The community involvement work not only involves promoting, but also supporting its consolidation in correlation or complementarity with the work of FID and PIRDAIS in order to achieve the objectives and purpose. In this work, identifying indigenous families requires targeted intervention.
 - c. The work process with GL is likely to be achieved if resources are allocated in a timely manner and with territorial intervention criteria, concentrating efforts.
 - d. With DEVIDA, it is important to strengthen intersectoral or multisectoral work in the process, as well as the articulated intervention of the different levels of the State to achieve the objectives.
 - e. Mainstreaming gender in the operationalization of the processes with the three stakeholders (DEVIDA, local government, communities and families) with appropriate indicators.
 - f. Identify and specify impact, product and process indicators for the different stakeholders (DEVIDA, GL, JVC). With GL, it will be important to establish proxy indicators on the perception of the population that demands services and the answers achieved with the GL. Other indicators may also be proposed considering gap closing and the Institutional Capacity Index -ICI- of the FID. In DEVIDA, identify cross-sectoral indicators in the regions in relation to the

support required by the GLs for their PIP projects, particularly the Ministries of Environment and Agricultural Development.

- g. Include the assumptions or risks that the different levels of the causal logic have for achieving the planned objectives, which involves specifying external stakeholders and indicators to be monitored and may contribute to a high risk to the project.

EVALUATION PURPOSE AND QUESTIONS

PURPOSE

The purpose of the performance evaluation of the “Multiannual Operational Plan for DEVIDA’s Institutional Strengthening (2018–2022): PORI” is to assess progress in the institutional strengthening of DEVIDA, analyzing effectiveness and sustainability, as well as to analyze whether the intervention is on track to contribute significantly to the desired impacts. It identifies achievements, strengths, lessons learned and successful practices, as well as challenges for the future in order to improve interventions to achieve the objectives set. It provides recommendations for DEVIDA, USAID and stakeholders to improve the performance of interventions and for the design of future activities.

Evaluation objectives

- a) Assess the level of achievement of PORI’s objectives.
- b) Identify the changes generated by PORI at the different levels of government and groups in which it intervenes and their sustainability.
- c) Identify lessons learned and good practices from interventions for replication or expansion.
- d) Provide recommendations for the different stakeholders involved in DEVIDA-PORI.

The evaluation period of the “Multiannual Operational Plan for DEVIDA’s Institutional Strengthening (2018-2022)” (PORI) runs from July 2018 to March 2021.

EVALUATION QUESTIONS

The questions that guided the evaluation were as follows:

Table 1: Evaluation questions

QUESTION	SUB-QUESTION
1. To what extent is DEVIDA-PORI achieving its objectives?	1.1 Has the technical assistance provided by DEVIDA to families achieved the expected results? 1.2 Was the information and research generated by DEVIDA timely, useful and of high quality for decision-making at the national level and in the areas of intervention? 1.3 Did the technical assistance provided by DEVIDA to local governments bring more and better public investment aligned with the needs and priorities of the population? 1.4 What were the main constraints or challenges faced by DEVIDA-PORI during implementation and what were the key success factors? 1.5 How has the COVID-19 pandemic impacted the implementation of activities (e.g., delays in hiring consultants, etc.)? 1.6 Have any outcomes not anticipated in the initial design of the activity been achieved (positive and negative)?
2. To what extent is DEVIDA-PORI generating sustainable changes in the end beneficiaries?	2.1 Is there evidence that DEVIDA-PORI has generated individual, community and institutional changes (tangible measurable, e.g., reduction of process time, reduction of tenders declared void or rejected due to deficient processes)? 2.2 Has DEVIDA-PORI contributed to the achievements (in what tangible way)? 2.3 Has DEVIDA-PORI established lines of complementarity and synergies with interventions from other donors and the public budget? 2.4 Can sustainability factors of the results obtained be identified?
3. Has DEVIDA-PORI promoted gender equality and inclusion?	3.1 To what extent is the empowerment of women promoted in productive, commercial, financial, political and community participation activities (women participate in financial decision-making or negotiation, women are holding leadership positions in organizations)? 3.2 Has DEVIDA-PORI promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)?
4. What lessons learned have been identified from the implementation of DEVIDA-PORI?	
5. What good practices can be identified for replication or expansion in other areas?	

BACKGROUND

The Multiannual Operational Plan for Institutional Strengthening (PORI) is an intervention that seeks to achieve a substantial increase in the value of licit activities in the areas selected for alternative development, both in absolute terms and in relation to the value of coca production (DEVIDA - Office of Planning and Budget, 2020a).

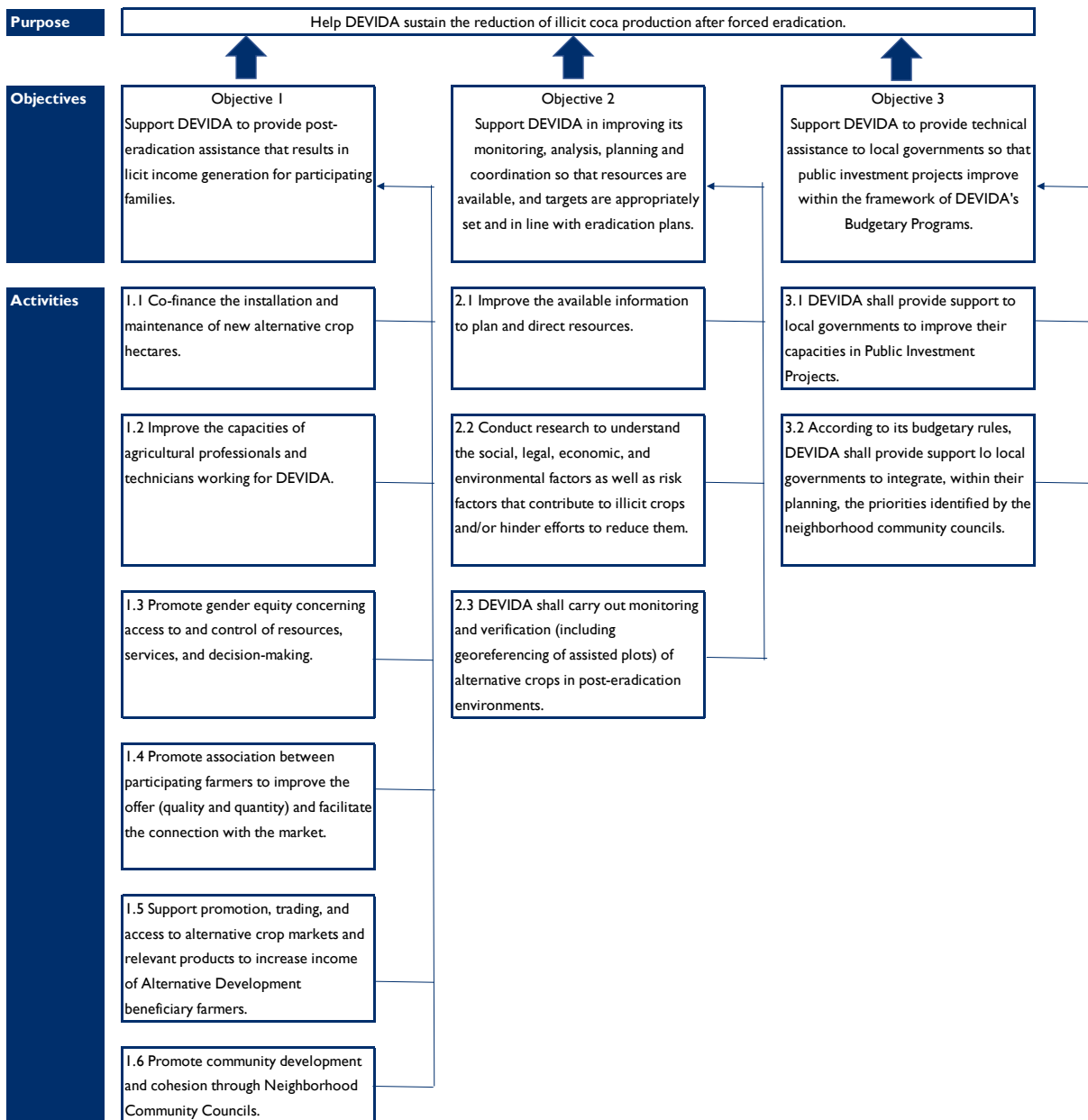
The intervention is part of the Grant Agreement Number 527-0426 entered into between the United States Agency for International Development (USAID) and the Republic of Peru dated September 20, 2012, the parties being USAID and the National Commission for Development and Life without Drugs (DEVIDA). That is, it consists of financial assistance from USAID to DEVIDA that is allocated taking into account institutional planning, specifically the Comprehensive and Sustainable Alternative Development Budget Program (PIRDAIS), which seeks to disengage rural families from illicit crops and incorporate them into the legal and sustainable economy, through the gradual transformation of the socioeconomic matrix of the areas affected by illicit crops and the strengthening of the institutional development of community organizations and local governments. Execution Letter Number 527-0426-AD-18 approves and outlines the procedures for the execution of PORI. The start date is July 9, 2018 and its completion date is December 31, 2022. It should be noted that Execution Letter No. 527-0426-AD-19 dated February 28, 2019 and Execution Letter No. 527-0426-AD-23 dated February 28, 2020 expanded the scope of intervention to the Apurimac, Ene and Mantaro River Valley (VRAEM) and the regions of Loreto and Puno.

The purpose of PORI is to support DEVIDA in the sustained reduction of coca production after forced eradication. When the agreement was signed in 2018, the funds provided by USAID targeted the regions of Huanuco, San Martín, Ucayali, and Pasco. In 2019, the scope of intervention was expanded to the districts of Rio Tambo, Mazamari and Pangoa, in the Apurimac, Ene, and Mantaro River Valley (VRAEM) and the regions of Loreto and Puno. The monitoring and communication actions are carried out in the areas of the Comprehensive and Sustainable Alternative Development Budget Program (PIRDAIS), which includes PORI as part of this area. PORI has three objectives and a set of activities are presented in Graph 1.

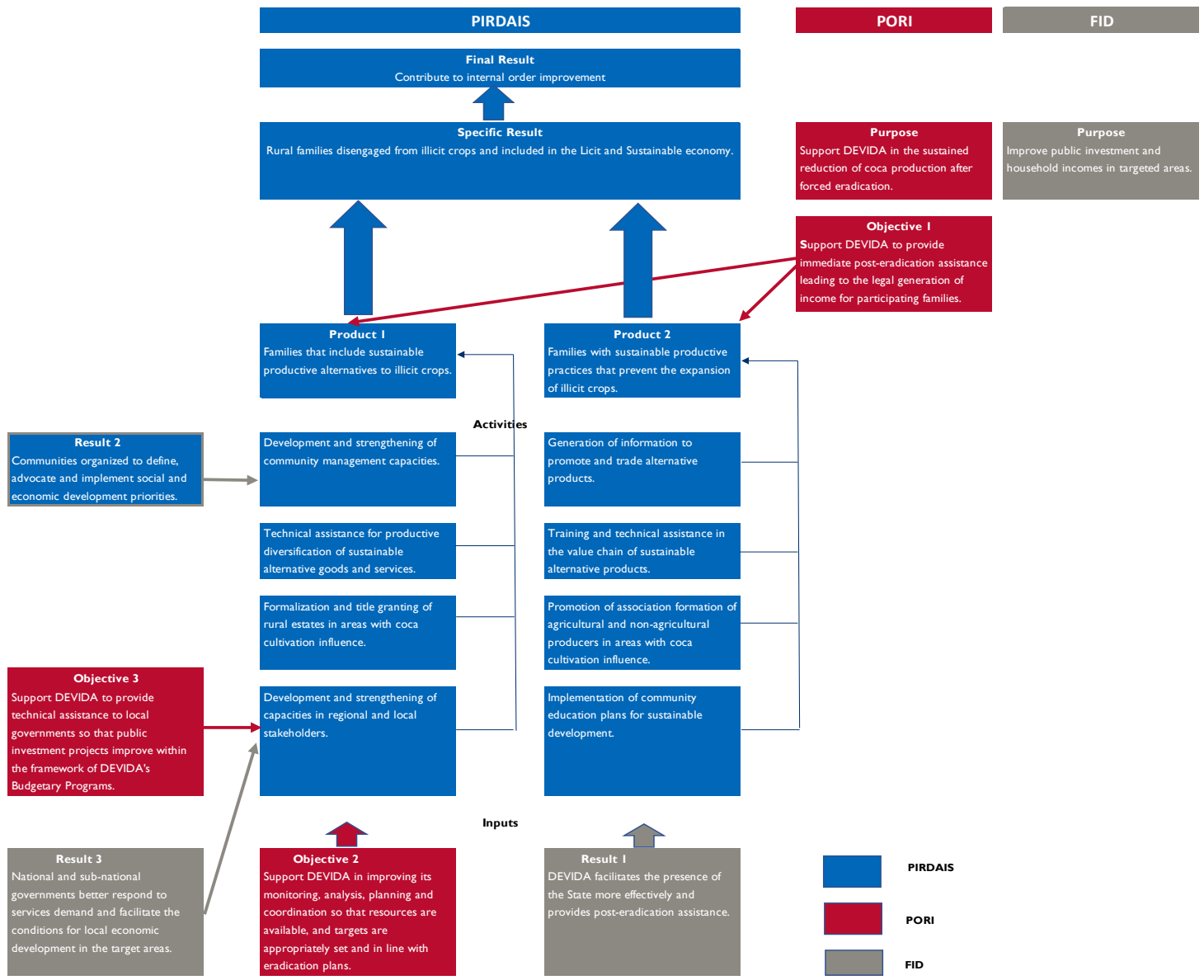
Likewise, USAID supports the implementation of the project “Institutional Strengthening of DEVIDA (FID)” implemented by Chemonics International Inc. It is aimed at strengthening DEVIDA’s capacity so that thousands of families in recently eradicated communities receive assistance in an efficient and timely manner. Goals are jointly planned between USAID, DEVIDA and the implementer. It started in October 2018 and will conclude in October 2023. The scope of intervention is Ucayali, Huánuco, Pasco, San Martín and Junín.

Graph 2 shows the relationship of the PORI and FID interventions with PIRDAIS. This evaluation focuses on the PORI intervention, which is referred to as DEVIDA-PORI throughout the document.

Graph 1: Objectives and activities of PORI



Graph 2: Relationship of USAID interventions with PIRDAIS

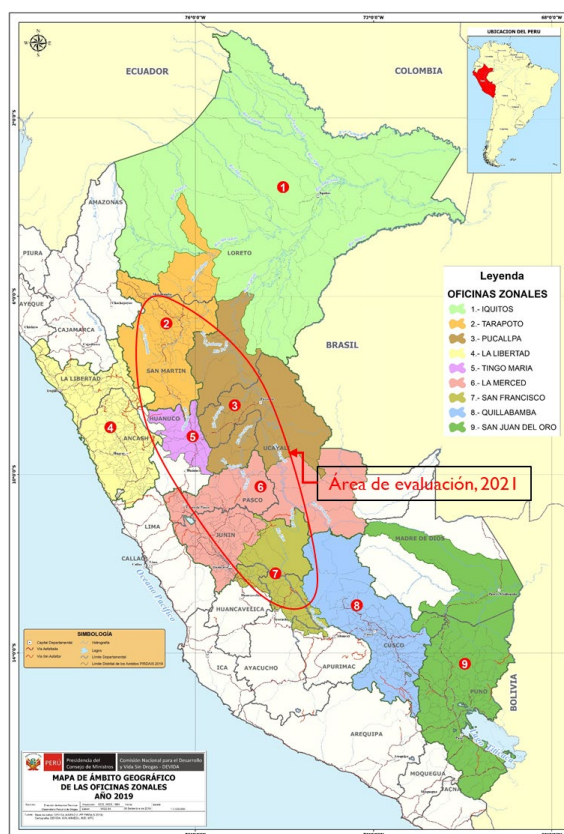


EVALUATION METHODS AND LIMITATIONS

The evaluation took an Appreciative Inquiry approach (Muga Laredo, 2014) because it starts from the appreciation of the strengths of the intervention, visualizing what it can become and seeks to innovate from what it has. It also took a contribution analysis approach (Mayne, 2001) because it analyzed the chain of results and the theory of change with the evidence of the results and explanations to build the performance history.

Map 1: Scope of evaluation of DEVIDA-PORI

The evaluation design had four phases, i) pre-processing: it implied having an overview of the intervention (objectives and activities), considering the foreseeable delays due to the context of the COVID-19 pandemic and therefore specifying procedures that would allow health security of the evaluators and key informants for the execution of the evaluative activities. According to this and the proposed evaluative approaches, the evaluation team planned to develop a mainly qualitative method, ii) implementation: included document review, identification of participating stakeholders and institutions, development of information gathering instruments, iii) analysis of information based on triangulation and/or integration of multiple perspectives gathered from interviewed stakeholders and secondary information; a theory of change analysis was also conducted to assess the logical causal consistency of the activity and was supplemented with a descriptive statistical analysis mainly to examine the effectiveness of the activity, iv) report writing based on the evaluation questions and issues.



The scope of the evaluation included Lima (where DEVIDA is located) and the post-eradication areas where the activity is carried out (Huánuco, San Martín, Ucayali, Pasco and Junín) and the VRAEM.

DATA COLLECTION TECHNIQUES AND TOOLS

The data collection techniques for this evaluation were as follows:

Document review: information from secondary sources was organized to analyze the context and development of the activity from a historical perspective. A list of the documents reviewed can be found in the [References](#) Section.

Database analysis: it was generated by the PIRDAIS 2018 and 2020 Evaluation Surveys. This is intended to generate information, statistical analysis for the study.

In-depth interviews: they were used to collect the accounts of the stakeholders involved in the activity. Individual and group interviews were conducted online or by telephone. A list of the stakeholders interviewed can be found in [Appendix E](#).

The data collection tools were as follows ([Appendix C](#) contains the guides).

1. Interview guide for DEVIDA officials
2. Interview guide for FID officials
3. Interview guide for DEVIDA’s Zonal Office officials
4. Interview guide for local government officials
5. Interview guide for representatives of associations, organizations or community leaders
6. Interview guide for producers
7. Interview guide for USAID implementing partners
8. Interview guide for strategic partners

SAMPLE

For sample selection, all stakeholders involved with DEVIDA-PORI (stakeholders, institutions, organizations) were mapped. In the case of institutions, key stakeholders were identified (DEVIDA officials from the directorates involved in the activity, managers and technical teams from all the Zonal Offices in the area of intervention, technical team of the activity “Institutional Strengthening of DEVIDA” - FID and implementing partners).

In the case of local government stakeholders and beneficiaries (producers, leaders of producer and community associations), a random sampling was carried out based on the stakeholder databases provided by DEVIDA. In this case, the sample was proportional to the intervention population according to the districts with DEVIDA-PORI and FID intervention, the number of beneficiaries per intervention area, participation of women, participation of organizations and local governments.

The number of the programmed sample was 67 interviews and the final result was 110 people interviewed. It should be noted that in some cases it was necessary to re-interview the stakeholders in order to clarify and fine-tune some issues. Of the total number of interviewees, 34 percent were women and the remaining 66 percent were men.

Table 2: Number of people interviewed, by type of stakeholder, place or region

STAKEHOLDERS INTERVIEWED	ZONAL OFFICES						TOTAL
	LIMA	LA MERCED	PUCALLPA	SAN FRANCISCO VRAEM	TARAPOTO	TINGO MARÍA	
DEVIDA Officials	20						20
DEVIDA Zonal Office Specialists		4	2	3	3	11	23

STAKEHOLDERS INTERVIEWED	ZONAL OFFICES					TOTAL	
	LIMA	LA MERCED	PUCALLPA	SAN FRANCISCO VRAEM	TARAPOTO		TINGO MARÍA
Local government officials		3	12	3	3	3	24
FID officials	19						19
Producers		3	4	3	2	3	15
Producer association leaders		2	1	1		3	7
Cooperative leaders			6		2	1	9
Community leaders				1			1
USAID implementing partners	3						3
Total	42	12	25	11	10	21	121
Persons interviewed twice							11
Total number of people interviewed		12	25	11	10	21	110

STRENGTHS AND LIMITATIONS

One of the strengths of the methodology applied is the analysis of the activity as an organization with a collective vision, from its stakeholders, based on the search for the achievements obtained and the systematic discovery of what is more effective and sustainable, asking questions to see that the activity may provide the possibility of learning and examining its positive potential for change.

The use of qualitative and quantitative information is also a strength of the methodology, as it has allowed triangulating information, verifying the convergence between multiple and different sources of information, and thus minimizing the limitations of the research. The data sources were complementary and cross-checked with each other, and provided rich and comprehensive information for the achievement of the evaluation's objectives.

The limitations were linked to the collection of information because the interviews were conducted by cell phone or using video conferencing platforms such as Zoom and Google Meet given the existing pandemic, which made the information collection process slow. The limitations are as follows:

- Tracking producers and leaders was challenging because they could not be reached using the telephone numbers recorded in the databases because many of the producers do not have telephones and provide the numbers of relatives. In addition, many farmers live or work in areas where there is no telephone or internet connection. People who had access to telephone and coverage did not answer calls from unknown telephone numbers. Faced with this situation, the evaluation team was assisted by the technical teams of DEVIDA's Zonal Offices to coordinate interviews with the producers so that they would be available to answer calls and be located in areas with better connection.

- The rotation of authorities or officials in Local Governments prompted the evaluation team to make arrangements to contact officials who work or worked during the evaluation period.
- Prior to data collection, DEVIDA was being audited by the Comptroller General's Office and was in the midst of a government transfer process, which caused delays in contacting officials and professionals and raised concerns about the evaluation. This situation caused some delays in coordination and access to the Zonal Offices. However, this situation was overcome and officials provided extensive information and were willing to help.
- Interviews with strategic partners were not conducted due to the complex period of uncertainty and instability that the country experienced during the information gathering process, due to the results of the general elections and the change of government. During this period there was a change of government and the Board of Directors had not been installed.

Despite these limitations in the collection of information, the validity of the evaluation results was not affected; given the experience of the evaluation team in the intervention areas and the support of secondary sources of information, it was possible to triangulate and contrast the accounts and thus demonstrate the findings.

CONTEXT

ECONOMIC GROWTH AND POVERTY SITUATION

Until 2018, Peru experienced high economic growth. The average annual percentage variation of the Gross Domestic Product per capita in the 2001-2010 decade was 4.3 percent, the highest in the previous 90 years, despite the 2008 world crisis. In the 2011-2018 period, the annual per capita rate averaged 3.2 percent, the second highest in the last 100 years. This growth was mainly driven by domestic demand, particularly the expansion of private consumption, the increase in private investment, the momentum of the mining and services sector, as a result of the favorable international economic climate (with high growth rates and high prices of our main export products), and domestically, within a climate of confidence among agents, a macroeconomic environment of price stability, credit growth and prudent management of public spending. (Central Reserve Bank of Peru, 2020) (Central Reserve Bank of Peru, 2019), (Ministry of Economy and Finance, 2018).

The growth achieved in the last decades allowed for a gradual decrease in monetary poverty in Peru. As of 2018, poverty reached 20.5 percent and extreme poverty reached 2.8 percent of the population (Central Reserve Bank of Peru, 2020). However, differences still remain in the poverty situation between the urban and rural population and between natural regions. In 2020, due to the COVID-19 pandemic, poverty increased to 30.1 percent of the Peruvian population, with the rural area being the most affected (45.7 percent of the population was poor). By geographic domain, the rural highlands (50.4 percent) and the rural jungle (39.2%) show the highest poverty rates. See Table 3.

Table 3: Population living in monetary poverty, by geographic area, 2010 - 2020 (As a percentage of the total population).

GEOGRAPHIC AREA	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total	30.8	27.8	25.8	23.9	22.7	21.8	20.7	21.7	20.5	20.2	30.1
Area of residence											
Urban	20.0	18.0	16.6	16.1	15.3	14.5	13.9	15.1	14.4	14.6	26.0
Rural	61.0	56.1	53.0	48.0	46.0	45.2	43.8	44.4	42.1	40.8	45.7
Natural region											
Coast	19.8	17.8	16.5	15.7	14.3	13.8	12.8	14.4	13.5	13.8	25.9
Highlands	45.2	41.5	38.5	34.7	33.8	32.5	31.7	31.6	30.4	29.3	37.4
Jungle	39.8	35.2	32.5	31.2	30.4	28.9	27.4	28.6	26.5	25.8	31.0
Geographic domain											
Urban coast	23.0	18.2	17.5	18.4	16.3	16.1	13.7	15.0	12.7	12.3	22.9
Rural coast	38.3	37.1	31.6	29.0	29.2	30.6	28.9	24.6	25.1	21.1	30.4
Urban highlands	21.0	18.7	17.0	16.2	17.5	16.6	16.9	16.3	16.7	16.1	27.0
Rural highlands	66.7	62.3	58.8	52.9	50.4	49.0	47.8	48.7	46.1	45.2	50.4
Urban jungle	27.2	26.0	22.4	22.9	22.6	20.7	19.6	20.5	19.3	19.0	26.3
Rural jungle	55.5	47.0	46.1	42.6	41.5	41.1	39.3	41.4	38.3	37.3	39.2

Source: National Statistics and Information Institute - National Household Survey.

COCA PRODUCTION

In this context, one of the country's major problems is organized crime and drug trafficking, with illicit coca leaf cultivation becoming an important input in the production chain. Peru is one of the countries with the highest production of coca and cocaine drugs in the world, which is distributed in the national and international market. (CEDRO, 2017).

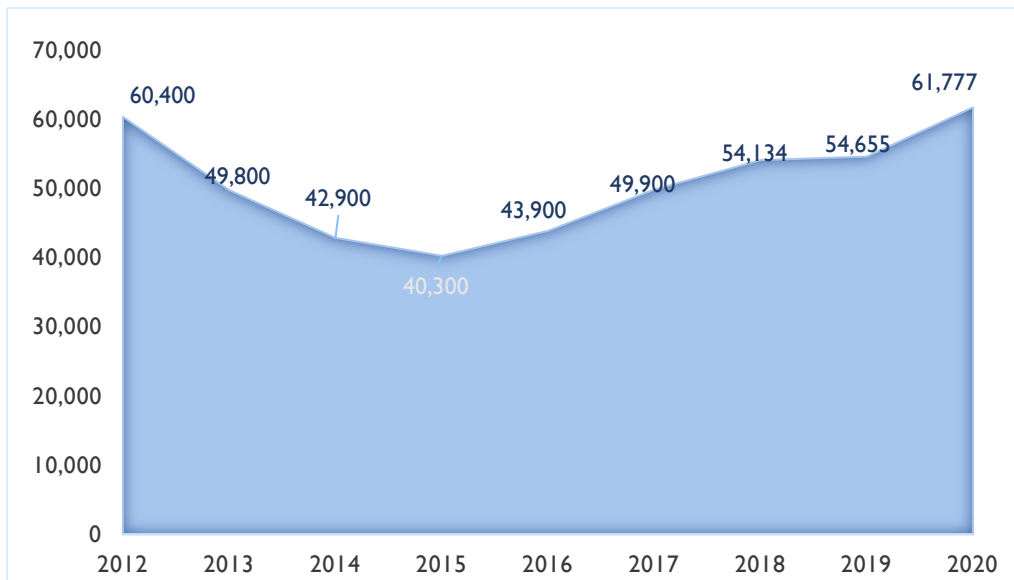
According to the National Anti-Drug Policy to 2030, the public problem that addresses the fight against drugs in Peru is the existence of “The damage caused to strategic areas and vulnerable populations in the country by illicit crops, illicit trafficking and drug use” (Presidency of the Council of Ministers - DEVIDA, 2020). This allows for a specific approach to the complex economic dynamics of the drug markets in the country, mainly the cocaine market, and emphasizes the association between illicit crops, illicit trafficking and drug consumption, as well as the damage caused by this association in strategic areas and vulnerable populations.

On the other hand, regional and local governments are overwhelmed by the problems of illicit crops and drug trafficking. The Concerted Regional or Local Development Plans (PDRC or PDLC) identify this problematic situation as unexpected events. (Regional Government of Ayacucho, 2016). There are major differences between the aforementioned plans to reduce coca production zones or improve conditions in post-eradication zones for other types of production. The San Martin region has the best approach to the issue and goals in its PDRC, as it includes the issue of illicit production and proposes actions to address it. In the case of the PDRC of Junín, it relates extreme poverty, narcoterrorism and the lack of citizen security in rural areas with areas with a coca economy, such as the VRAEM, and seeks to incorporate nine decentralized centers. In Huánuco, the PDRC mentions coca and soil recovery. Pasco detects informality and even the incursion of coca into indigenous communities and Non Protected Areas (NPA). However, it is only stated as a problem and has no alternative solution. Finally, the PDRC of Ucayali does not have any reference to this issue, nor is it raised as a lack of citizen security. In addition, there is evidence of the appearance of pro-coca grower leaders or authorities that generate mistrust among producers regarding DEVIDA's work. (Regional Government of San Martin, 2015), (Regional Government of Junín, 2018), (Huánuco, 2016), (GORE-PASCO, 2016), (Regional Government of Ucayali, 2015).

With regard to coca leaf cultivation, it is particularly important to bear in mind that the Peruvian State values and defends coca leaf for traditional consumption and industrial uses. However, when it is used within an illicit production system, a series of activities are linked that cause damage, which is why control measures are deployed. For this reason, in order to control the damage generated by drug markets, the public problem envisages state intervention in the supply chain, so that the damage generated in each link is counteracted. (Presidency of the Council of Ministers - DEVIDA, 2020).

In Peru, coca leaf cultivation expanded to 61,777 hectares in 2020, which, looking back in time, has shown an increasing trend since 2015. The crops spread towards Natural Protected Areas and their Buffer Zones also affecting indigenous communities. This situation can be explained by the balloon effect “which is a displacement of crops from one area to another, thanks to the pressure on an area (constant eradication) and generating a decrease of its illicit use crops, and an increase of cultivated hectares in a nearby area.” (Romero Moreno & Silva Serna, 2009).

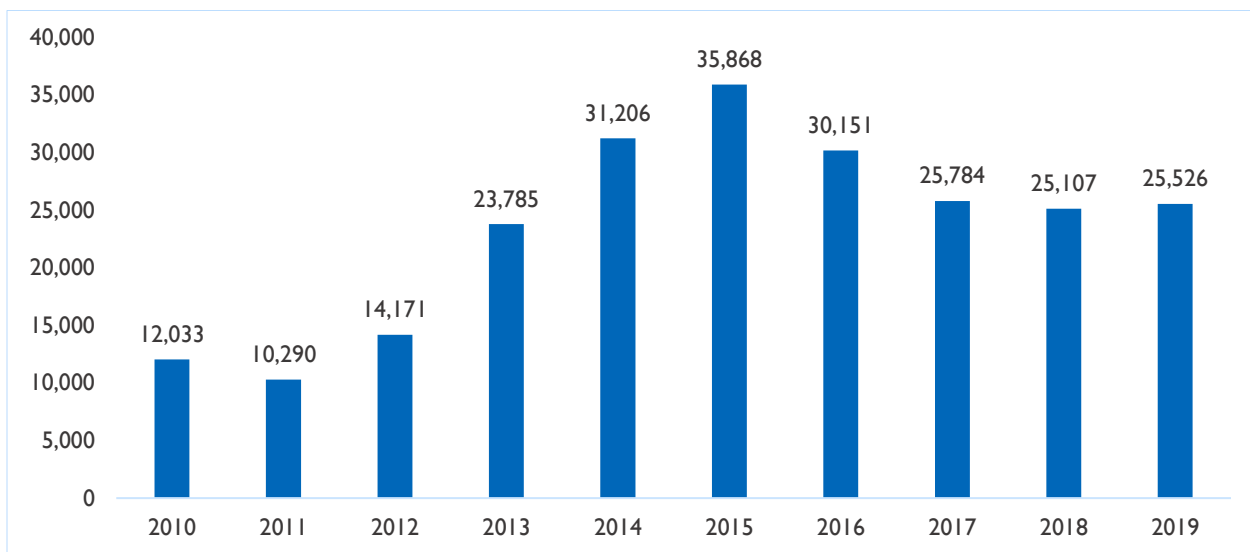
Graph 3: Area cultivated with coca leaf bush in production (ha), 2012-2020



Source: [DEVIDA](#)

Due to the COVID-19 pandemic, the Special Project for the Control and Reduction of Illicit Crops in Alto Huallaga (CORAH) of the Ministry of the Interior was unable to achieve the annual coca leaf eradication goal (25,000 hectares). It only worked for three months and eradicated 6,272.80 hectares of illicit coca leaf in Huánuco, San Martín and Ucayali. In addition, eradication in Peru has decreased in recent years, according to data from the Special Project “Control and Reduction of Coca Cultivation in Alto Huallaga - CORAH”.

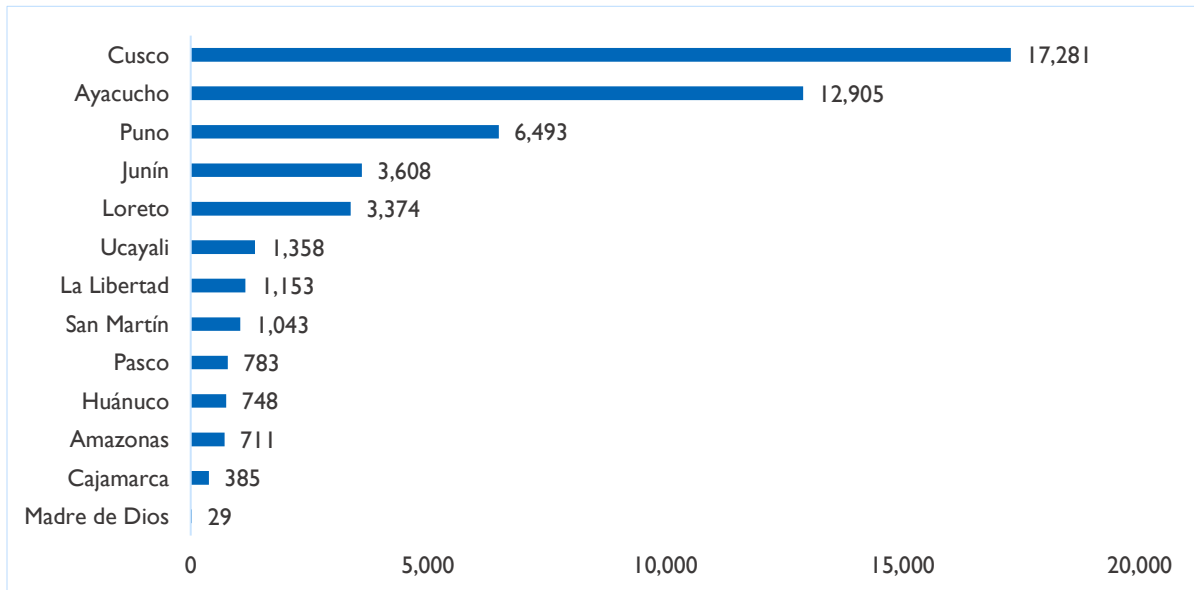
Graph 4: Area of coca cultivation eradicated in Peru - CORAH 2010-2019 in has.



Source

In addition, if we examine coca cultivation by department, we can see that Cusco accounts for one third of Peru's coca cultivation, followed by Ayacucho and Puno (Graph 5). These three departments account for 73.5% of the country's coca cultivation.

Graph 5: Area under coca leaf cultivation (in ha) by department, 2017



Source: UNODC (2018a)
Prepared by DEVIDA

There are several factors that account for the prevalence of illicit coca cultivation over licit coca cultivation:

- 1) The competitive disadvantage of licit value chains with respect to illicit ones due to their higher production costs, since adding value requires a set of activities such as harvesting, maintenance, post-harvest, transportation and marketing within a framework of environmental care to ensure their sustainability. Meanwhile, coca cultivation for cocaine is guided by a predatory logic without taking into account the environment, seeking higher crop yields and higher incomes in a market with high prices for illicit crops.

A study conducted in San Martín points out the productive characteristics of licit crop farmers, including: lack of knowledge of practices for planting in suitable areas and soils, subsistence crops, low productivity, lack of knowledge of phytosanitary practices, inefficient post-harvest management practices and few projects to support field production, as well as few extension, training and technology transfer services, and little investment in agroindustry (with added value), facing climate change (droughts, prolonged rains and others). There is also a higher percentage of producers who are not organized due to a lack of knowledge of the organizational advantages, in addition to the existence of organizations with fragile and weak actions, with few internal services; fragile commercial relations between producers and marketers, with few corporate sales practices, which means that producers do not organize their supply (volume, quality, opportunity) to secure markets and obtain better prices, and limited knowledge of financing and credit markets. (Agricultural Productivity Directorate -DPA. & Martín-DRASAM, 2016).

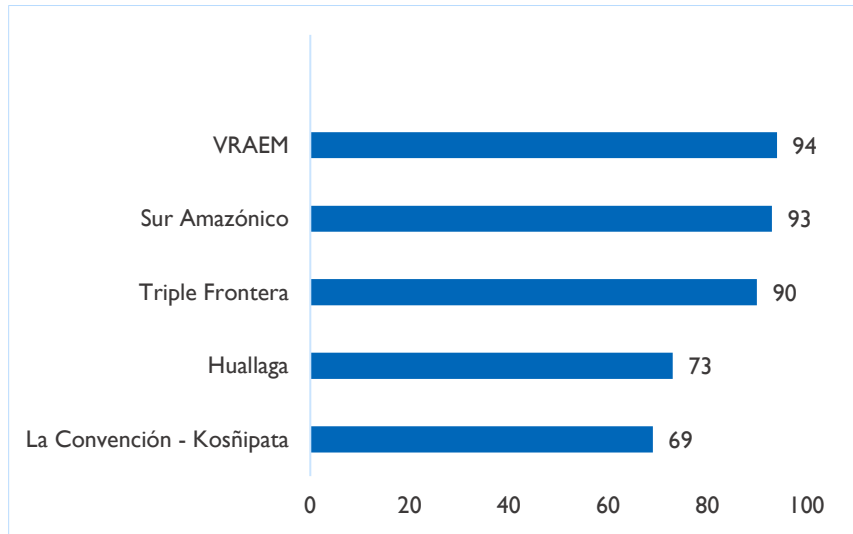
In this sense, taking the anti-drug model applied in San Martín and Huallaga focused on the transformation of the local economic matrix from an economy based predominantly on the illicit cultivation of coca leaf to an economy supported by licit value chains, an intervention strategy is proposed that implies a social and economic development of the populations with alternative production, access to national and international markets and, thus, a better standard of living in harmony with the environment.

- 2) Another determining factor is the infrastructure, public services and socioeconomic gaps in areas of illicit drug production; consequently, illicit coca production occurs in localities where there is a wide gap in infrastructure and public services. A general overview of the different socioeconomic gaps (road surface, access to potable water and sanitation, access to health services) shows the limited presence of public services in these territories (Presidency of the Council of Ministers - DEVIDA, 2020) which makes interventions to contain production more complex.

As mentioned, the incidence of poverty in rural areas is higher than in urban areas. And, in the rural jungle where coca leaf is grown, poverty is higher than the rural average, despite its decrease. This situation is aggravated in the areas of illicit drug production, which shows levels higher than two thirds of the population living in poverty (see graph below).

Graph 6: Percentage of high-poverty districts in illicit drug production areas, 2018

The damages associated with illicit coca leaf cultivation are related to security in the sense that there are death threats and physical violence in indigenous communities due to land invasion; damage to the economy, related to economic dependence due to the high profitability of illicit crops and the involvement of labor in their production; damage to the environment due to soil degradation and contamination, deforestation of natural and protected areas and buffer zones; and damage to governance due to social conflict at the local and regional levels.



Source: INEI (2020a)
Prepared by DEVIDA (Presidencia del Consejo de Ministros - DEVIDA, 2020)

A recent report describes the case of the Flor de Ucayali community in the district of Callería, which is home to 120 Shipibo-Konibo families and which, according to the Regional Forestry and Wildlife Directorate of Ucayali, has lost 240 hectares of its forests to illegal activities (Peruvian Society of Environmental Law, 2021). Also, in 2020, six environmental defenders were murdered and violence in indigenous territories increased.

COVID-19 PANDEMIC

A significant aspect in the context of the evaluated intervention is the COVID-19 pandemic, which led to a long lockdown in the first year in Peru. On March 15, 2020, the Peruvian Government ordered a lockdown as a fundamental measure to avoid infection, which was extended to all areas of the economy, with serious consequences such as a decrease in GDP and a loss of more than 6 million jobs.

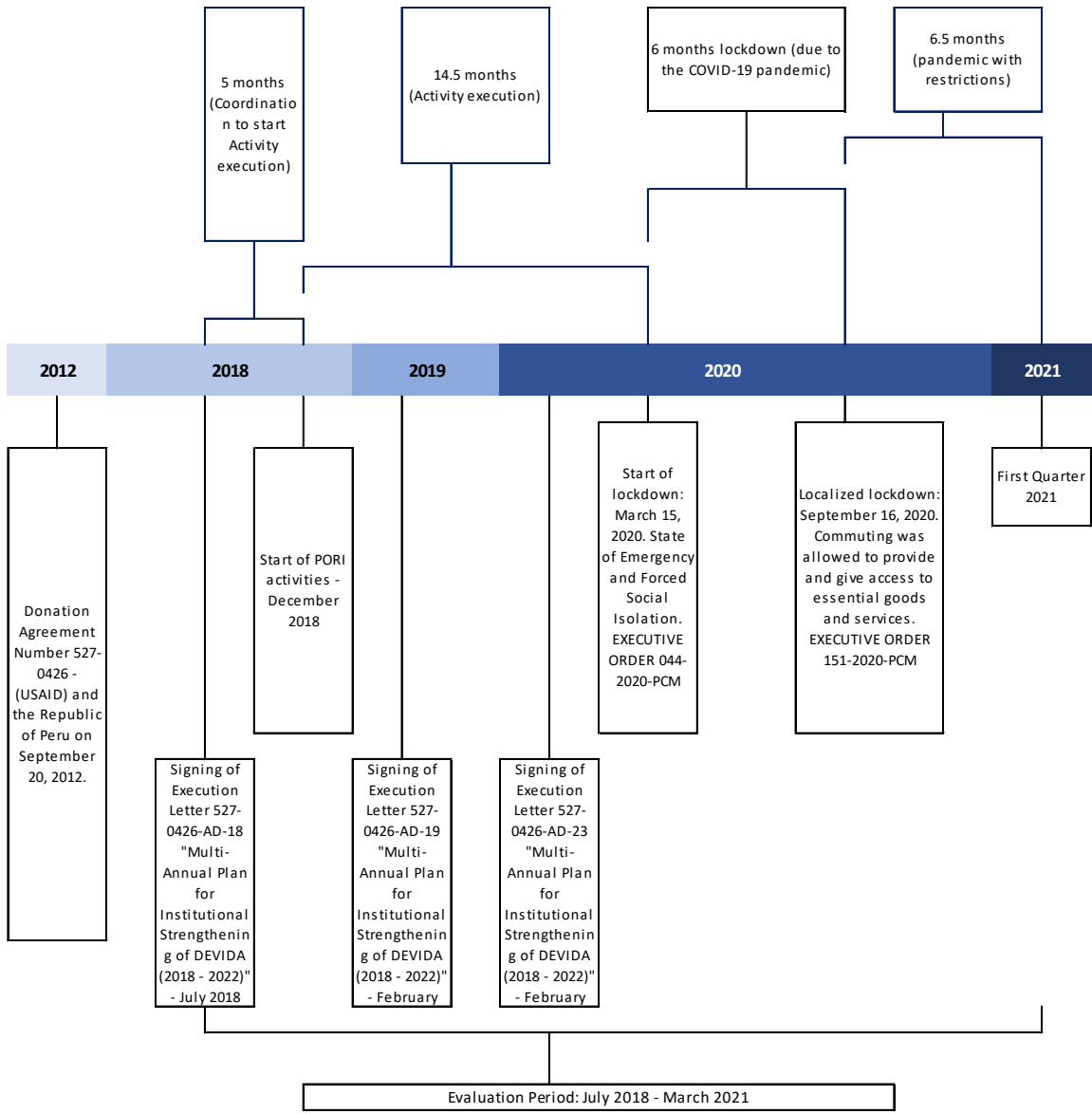
The pandemic affected the productive activity of coca cultivation, since faced with the lockdown, the limitations of national circulation and the closing of borders, the international demand for cocaine could have decreased, which would demonstrate the importance of external demand and the opportunity to strengthen licit businesses (Presidency of the Council of Ministers - DEVIDA, 2020).

The trends that mark the current context indicate limitations to the development of licit activities, since the Peruvian economy is in a process of recovery, the pandemic continues and the State is making efforts to improve the protection of the population through vaccines, the existence of 73% of the working age population in the informal sector (High Level Committee on COVID-19, 2021), the high number of youth who do not work or study, and the degradation of soils due to the use of chemicals. Also, the existence of an increase in criminal gangs and the greater dynamics of cocaine demand and production.

TIMELINE OF THE INTERVENTION

Before going into detail on the findings found in this evaluation, the intervention should be placed in the context and period of the evaluation. As shown in the following timeline, the activity starts in January 2019, following five months of arrangements after the signing of the agreement in July 2018. Subsequently, there is an implementation period of 14.5 months until mid-March 2020 when the lockdown begins with movement restrictions and closure of economic activities. The following 6 months of 2020 activities are developed during the lockdown and the last 6.5 months with pandemic and restrictions.

Graph 7: PORI Timeline



FINDINGS

TO WHAT EXTENT IS DEVIDA-PORI ACHIEVING ITS OBJECTIVES?

Summary of findings:

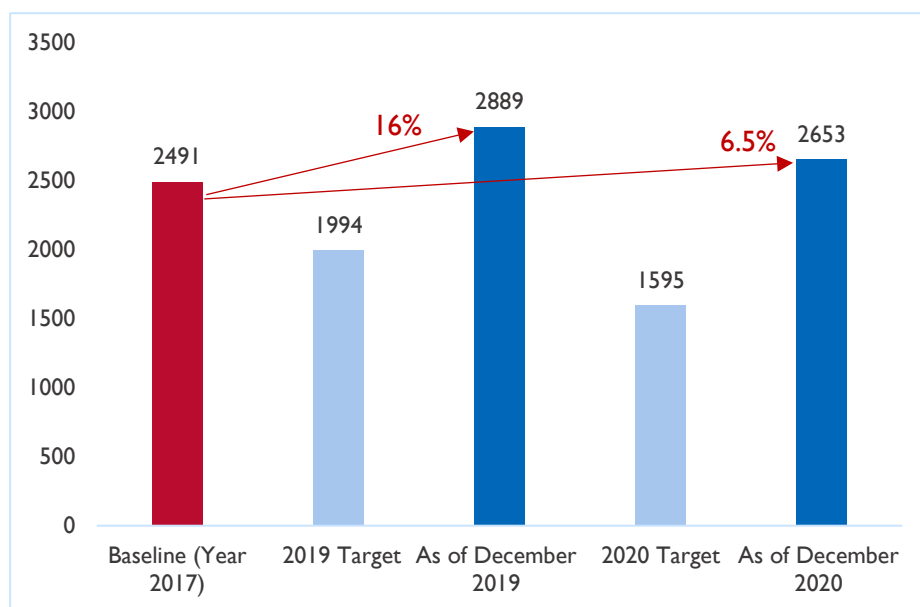
- *The goals established in DEVIDA-PORI for the year 2020 on the steady reduction of illicit coca cultivation after forced eradication (1,595 hectares) were not achieved: by the end of 2020 the area had increased to 2,653 hectares.*
- *The income of families in the intervention area (post-eradication) improved between 2018 and 2020 by 9.6%, from S/14,570 to S/15,971 soles as an annual average.*
- *Technical assistance for the improvement of production, productivity, community involvement and sales provided by DEVIDA-PORI in post-eradication areas is influencing the legal generation of income of the participating families.*
- *Monitoring information is timely and useful for decision making at the central level, but the Regional Offices have limited human resources to analyze the information.*
- *The technical assistance provided by DEVIDA-PORI to local governments was limited and it is not possible to identify whether it resulted in more and better public investment aligned with the needs and priorities of the population.*
- *The pandemic limited DEVIDA-PORI's implementation.*
- *The administrative processes of the public sector delay the transfer of donations to the DEVIDA Zonal Offices, making the implementation of DEVIDA-PORI more difficult.*
- *The limited presence of the state limits DEVIDA's role as a development promoter and the implementation of DEVIDA-PORI.*
- *The pandemic prompted DEVIDA to promote productive diversification, which had a positive impact on family incomes (producers and producer organizations).*

FINDING 1: The goals established in DEVIDA-PORI for the year 2020 on the steady reduction of illicit coca cultivation after forced eradication (1,595 hectares) were not achieved: by the end of 2020 the area had increased to 2,653 hectares.

The sustained reduction of illicit crops is a purpose of the studied activity and DEVIDA. This objective was not met in the intervention area according to information from the 2019² and 2020 PORI Annual Reports with respect to the 2017 Baseline. By the end of 2019 the area of illicit crops increased by 16% and by the end of 2020 the area had increased by 6.5% (see Graph 8).

² According to the indicator sheet, the information corresponds to the previous year's evaluation.

Graph 8: Area under coca cultivation in post eradication areas (hectares)



This could be explained by the existence of a partial eradication that over time covers different zones and reaches an irregular number of hectares in each zone, giving rise to the balloon effect, which encourages family members to move in order to sustain a precarious family economy; farmers migrate between coca-growing areas, maintaining and increasing production.

Source: PORI Annual Performance Report, 2019 and 2020.

In addition, coca production is shifting to protected natural areas, buffer zones and areas of native and indigenous communities (Presidency of the Council of Ministers - DEVIDA, 2020).

Another factor that would have limited the reduction in the area of coca crops is the political instability in the country between 2016 and 2021. During this period there were four presidents of the Republic, the shutdown of Congress and evidence of corruption at the highest levels of the country, which generated uncertainty with harmful effects on the economy and employment. In addition, the COVID19 pandemic further contracted the economy, resulting in the expansion of informality, which is a breeding ground for illicit activities.

“Yes, I think that as a result of this pandemic, many people who lived in the capitals or in the big cities, seeing their opportunities closed, have returned, those who have originated in this area with some capital, others without capital, and they have invested in coca leaf crops and that is not a secret because you can see because now there are many coca leaf plantations.” (Local Government - Tarapoto ZO)

The goals established for the sustained reduction of illicit coca crops were not achieved due to contextual factors in the context of the forced eradication process, which is characterized by the diversity of actions and different intensities in different areas of the vast territory of the intervention. Consequently, a “balloon effect” is generated, according to which the repression of drug production in one region is associated with increases in production in other regions due to the displacement of farmers.

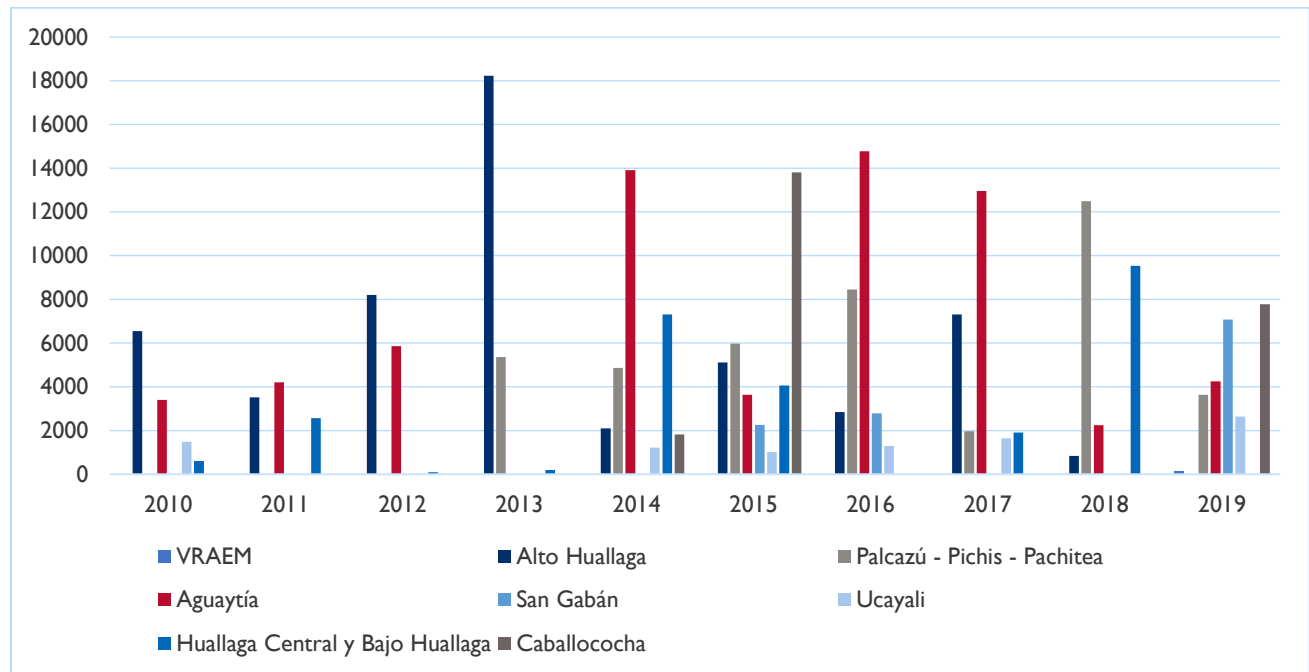
Forced eradication. Since the 1970s, coca crop control policies have been applied in Peru, consisting of forced eradication and the promotion of alternative development policies. “Numerous studies explain the ineffectiveness of these prohibition policies and the negative consequences of criminalization on farmers” (Paredes & Pastor, 2021) so the perspective of the population directly involved should be taken

into account (TUMI QUISPE, 2019) and in the framework of the family economy, given that there is an association of coca cultivation with subsistence and access to better living conditions, as presented in the context section. (Vizcarra Castillo, 2018).

“Balloon effect”. An important phenomenon occurs in Peru, which is the “balloon effect” that would explain this finding. “This effect consists in that the reduction of drug production in a region translates into the displacement of the same to another region that may or may not be neighboring, hence the name since it is assimilated to the displacement of air in a balloon by exerting pressure on an area”(Moreno Pabón, 2018). According to the DIRANDRO report (Ministry of Interior, 2020), the eradications that have occurred between 2010 and the first quarter of 2020 occurred in different areas and in an unsustainable manner. The most important eradications occurred in the area of Aguaytía, where eradication took place every year of the period (except 2020-I), but covering different sizes of surface area. The Alto Huallaga area also stands out, where in the initial years of the reported period it is one of the areas of greatest eradication and reaches its eradication peak in 2013, and then reduces the eradicated areas in subsequent years until 2018. Likewise, in the Palcazú-Pichis-Pachitea area, from 2013 to 2019, significant amounts of coca crops are eradicated, reaching its peak in 2018 (see Graph 9).

It is also noted that in other areas eradications are smaller in the size of the area reached and irregular in the years. The slowdown in 2020 is explained by the pandemic. The eradication figures indicate that 69.1 percent of them occurred in the three named zones, “during the period 2010 - 2020 I were Aguaytía (27.7 percent), Alto Huallaga (23.2 percent), Pichis - Palcazú (18.2 percent)” (Ministry of the Interior, 2020).

Graph 9: Area eradicated of coca cultivation, by coca-growing area 2010 - 2020-I (hectares)



Source

In this sense, a migration of farmers to other areas of illicit crop production occurs due to the fact that families in the intervention areas have a precarious and subsistence economy many of them based on coca production and need to supplement their income. Another factor was the political crisis in the country since 2018 that generated uncertainty and brought as a consequence harmful effects on the

economy and employment. This was compounded by the COVID-19 pandemic, which further contracted the economy.

This coca eradication process with different emphases in each zone has had effects on the family economy of the population of these zones, thus “farmers entered a process of greater impoverishment and precariousness of their family economy, given that their income has disappeared or decreased from one moment to the next, depriving their children of access to education. In other families it has energized the rural-urban migratory process” (TUMI QUISPE, 2019); likewise, given the life strategy to cope with eradication shocks, “it is found that migration to other coca-growing territories is a practice deployed by farmers, who rely on this economy to access their livelihoods at the individual and family level... Although in many cases these migrations are intermittent - individuals go to work for short periods and then return home-” (Grillo, 2018).

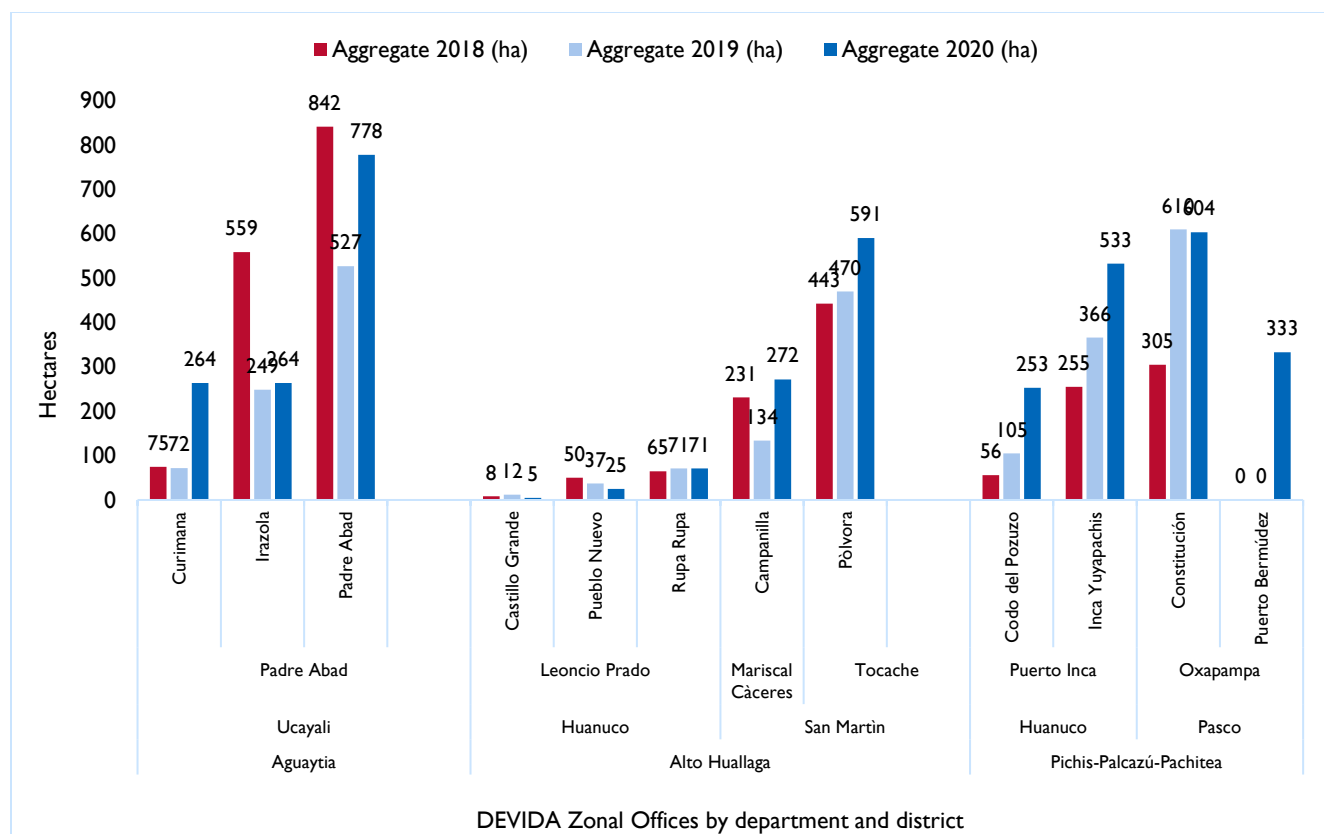
An examination of coca cultivation areas in each zone of DEVIDA-PORI’s intervention area (see Graph 10) shows that in 2018 and 2020 there was a greater amount of cultivated area in the districts of Padre Abad, Pólvora, Yuyapichis, and Constitución. Likewise, an increase of these areas under coca cultivation in 2020 was observed in the districts of Curimaná (from 75 ha. to 264 ha.), Campanilla (from 231 to 272 ha.), Codo de Pozuzo (from 56 to 253 ha.), Yuyapichis (from 255 to 533 ha.), Constitución (from 305 to 604 ha.). In Puerto Bermúdez, 333 hectares were registered in 2020.

If the behavior of illicit crop eradication areas (Graph 9) is analyzed with coca cultivated areas in DEVIDA-PORI areas (Graph 10), it is observed that, in Aguaytía, in the years prior to 2018 there were significant levels of eradicated areas. However, in 2018 and 2019 the eradicated areas were lower. The latter coincides with the fact that the areas of cultivated areas in this area in recent years continue to have high levels of cultivation, except in Irazola which decreases substantially.

Another behavior occurs in Alto Huallaga. In 2018, eradications in this area are lower and in 2019 and 2020 eradications are non-existent. In recent years, there have been increases in the area under cultivation in the districts of Campanilla and Pólvora. Likewise, despite eradication in Palcazú-Pichis-Pachitea in the years prior to 2018 and 2019 (in 2018 the largest eradication is recorded in this area) in all districts there are increases in coca cultivated areas. There would then be an active relationship between decreased eradication and increased coca cultivated areas as is the case in Aguaytía, Alto Huallaga and Pichis - Palcazu.

The sum of coca cultivated area in post-eradication areas reached in 2018, 2019 and 2020 reaches 2,889, 2,653 and 3,993 hectares respectively. This information confirms that coca cultivation has continued during the years covered by the study period with a declining eradication in the study area, being the intervention of DEVIDA-PORI a limited brake on coca cultivation in Peru, given the existing structural problems and that have been pointed out above.

Graph 10: Coca cultivation area in post eradication areas by department and district, 2018-2020 (hectares)



Source: Annual Coca Crop Monitoring Report, prepared by UNODC. Information System for Post-eradication Management (SISPOST), DEVIDA-DATE. 2021

FINDING 2: The income of families in the intervention area (post-eradication) improved between 2018 and 2020 by 9.6 percent, from S/14,570 to S/15,971 soles as an annual average.

The evaluation found that there was an improvement in the income of families in the intervention areas. This positive change can be attributed to the intervention itself, which is corroborated by comparing two population groups: the intervention population and the control population. Both are populations from the same rural areas of illicit crop production, with similar social characteristics and are part of the sample of the PIRDAIS results evaluation study (IPDC, 2021).

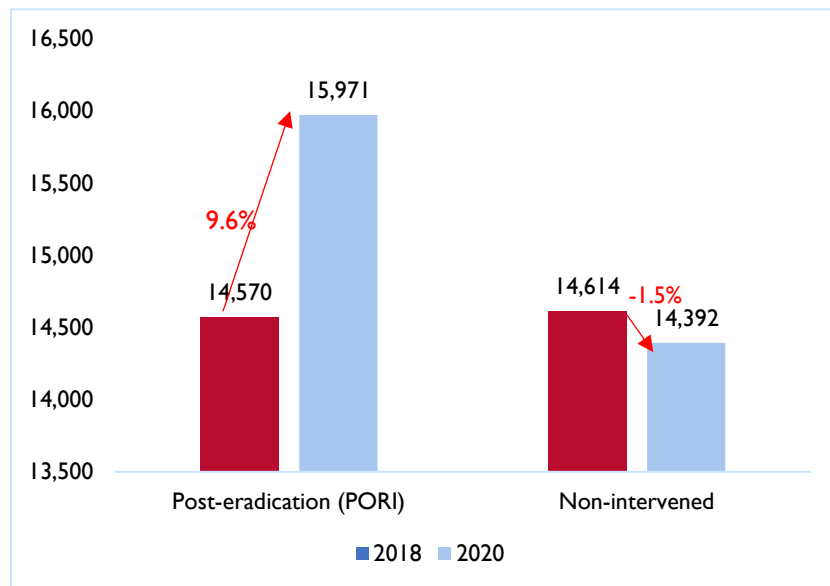
By examining the average annual incomes of families in the intervention areas in 2018 and 2020 and comparing them to the average annual incomes of a control population, i.e., families living in the same areas, but not intervened by DEVIDA (neither by DEVIDA-PORI nor by PIRDAIS)³ an increase was

³ The information comes from the PIRDAIS Results Evaluation Survey, which was conducted in the localities or rural communities located in the DAIS areas. In this way they identified the domains of 1) Post eradication: It is that location where part or all of the population signed the memorandum of understanding and/or addendum(s), for the implementation of some

observed. For a better analysis and comparison, the nominal income was converted to constant soles of 2020 and with this information the variation and absolute amounts of income for both populations in the two years were examined.

The figures presented in Graph 11 show the improvement in income: between 2018 and 2020 there was a 9.6 percent increase in the average annual income of families in post-eradication areas (area where DEVIDA-PORI intervenes), while in the control population, population not intervened by DEVIDA; in the same period there was a decrease of 1.5 percent in the average annual income of families.

Graph 11: Comparison of variation of average household income 2018 and 2020, (in constant soles of 2020).



Source: BD 2018 – 2020 DEVIDA

Likewise, in terms of average annual income, in 2018 the non-intervened families had in absolute terms a higher income than the families intervened by DEVIDA-PORI. By 2020, this situation is reversed: the average annual income of the intervened families was higher in absolute values (by S/1,597 soles) with respect to the families in the control population.

These results are confirmed by the activities carried out by the intervention and by the accounts collected in this evaluation:

“Before we had nothing ... Now that DEVIDA is here, we are working calmly, and we have a little more money than before”. (Farmer Puerto Bermúdez, Oxapampa) or there are also improvements and benefits, “Of course there are improvements... Although production is delayed, but we already have it, I even see something for my children’s education, to support myself, to spend on certain things.” (Producer in La Merced ZO).

These achievements are in line with the boost given by the intervention to alternative production through a model that develops capacities in producers, organizations and communities, within the framework of improvements in DEVIDA-PORI’s approach and management.

Secondly, the improvement in income is corroborated by the comparative study presented by DEVIDA-PORI with respect to the baseline (with 2015 baseline data) and the goals that were set. Table 4

productive activity executed by DEVIDA. 2) PIRDAIS: This is the location where a project or productive activity has been implemented or is being implemented by the regional government and local government (provincial/district municipality) with funding from the public treasury promoted by DEVIDA. and 3) Non-PIRDAIS: This is the location where a project/productive activity promoted by DEVIDA has not been implemented.

presents these developments, especially in 2020. That is, while there are challenges in achieving the targets, the information shows that there is a progressive improvement in income. In addition, in the pandemic context of 2020, the percentage growth of income increased and the interviews also corroborate that despite the difficulties, families were forced to push themselves to have a licit income.

Table 4: Change in household income in the post-eradication zone (in percentages)

YEAR	TARGET (%)	CURRENT (%)	NOTE
2015- 2016	Baseline	13.0	2015 Data
2019	15.3	11.2	Based on 2018 study
2020	18.1	11.9	Based on 2019 study
2021	21.4	31.7	Based on 2020 study

Source: DPM – DEVIDA. Technical Data Sheet updated 10/29/21.

FINDING 3: Technical assistance for the improvement of production, productivity, community involvement and sales provided by DEVIDA-PORI in post-eradication areas is influencing the legal generation of income of the participating families.

The technical assistance provided by DEVIDA through DEVIDA-PORI is located in Objective I of the logical framework, which seeks to support DEVIDA to provide immediate post-eradication assistance leading to the legal generation of income for participating families, focused on improved and increased production of alternative crops, development of organizations, associations and improved marketing.

For improved production and increased production, technical assistance focused on the delivery of minor equipment, fertilizers, manure, seeds and other inputs, as well as training in the techniques of planting, maintenance (including pest control) and harvesting of alternative products.

The results of this action can be seen in some activity indicators (areas assisted in production, productivity, commercialization, training - men and women -, and formation of association) and are corroborated by farmers' accounts, which show the complexity and hard work of the stakeholders.

Production-assisted areas. The technical assistance work in alternative production increased the number of hectares of crop area assisted, as can be seen in the variation of the indicator of crop area assisted (cumulative indicator). In 2019, 13,976 ha had been assisted, which represents 5.1 percent more than the Baseline for 2017 and in 2020, 19,158 ha had been assisted, 52 percent more than the Baseline (Graph 12). These figures indicate that the technical assistance provided was expanding the productive process which means gaining cultivated area of alternative production. The achievements surpassed the goals set, which for the year 2020 exceeded the target by 37 percent.

The importance of the technical assistance provided to the producers is recognized by the stakeholders and is evidenced by the relationship with the number of plantations and the profitability (income) of the families.

“(We were taught) how to prevent pests, fungi, and harvest, post-harvest, grafting, etc.” (Woman producer leader, La Merced ZO).

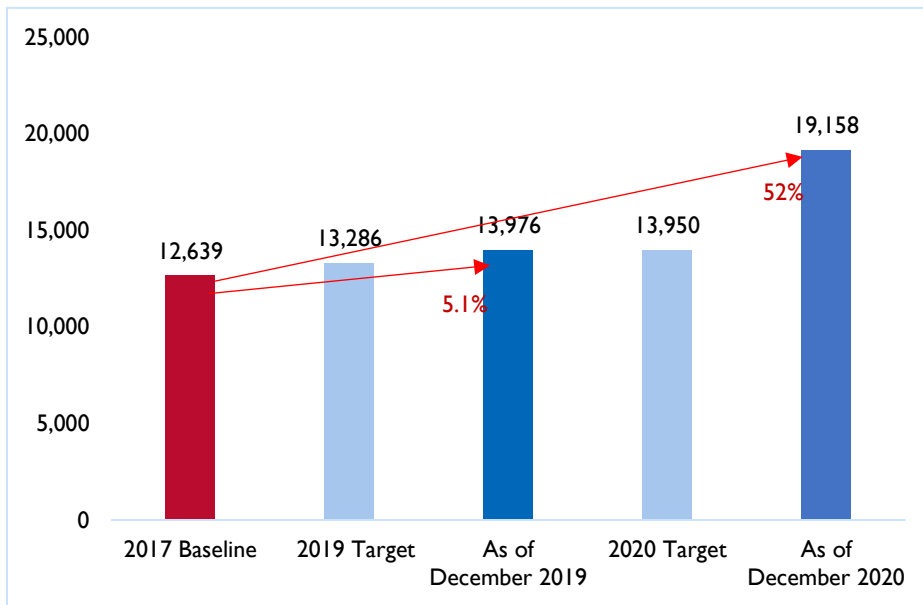
“The greater knowledge that the farmers have (...) with more than 1 million seedlings planted ... is giving them financial returns.” (Villa Rica Municipality official).

“They have supported us with fertilizer, insecticide, fungicide and DEVIDA supported me to fertilize all my 5 hectares and my income has improved. They have supported me in everything they have promised.” (Venenillo farmer – Tingo María ZO).

However, it is also worth mentioning that technical assistance to producers is not homogeneous in all zones, and in some there are still limitations.

“In the field, DEVIDA does not teach post-harvesting, it does not do it, it only goes and tells them how to prune, fertilize or fumigate; the more technical part that helps you to improve the quality and sustainability of agriculture, I do not see that so far.” (Male leader of La Pólvara – Tarapoto ZO).

Graph 12: Area of assisted crops in post-eradication areas (hectares).



Source: PORI 2020 Annual Performance Report

The path of change was complex; however, with a strategy of human capital development, they were able to reconvert degraded areas and recover them towards agricultural development.

“Coffee growers were very hard hit by rust, in the Monsoon we found surviving hectares of coffee. To go and convince a producer after having suffered a rust attack was very difficult. So we had to change varieties, strategies and in totally degraded soils, with little nutrient capacity. Besides, the prices of coffee were very low. They were below production costs. We have worked on issues of reconverting these areas. Capitalizing on human resources, little by little we have been adding new ones...”
(Official at Tingo María ZO)

The involvement of the families, the diversification and achievement of objectives that drive the expansion of crop hectares on behalf of the farmers are highlighted, based on a change of attitude that is being achieved.

“Objectives are being achieved with the involvement of new families to alternative crops and legality, convinced because not everything is beautiful, there are strong things that are being achieved; the main objective is the change of attitude of the population, with a change of attitude now with the diversification of production there is willingness to alternative development, a level of hectares in coffee and cacao with support from DEVIDA and that farmers have increased by 30 percent and 40 percent in charge of them, but the change of attitude is not measurable and it is being achieved” (official at Tingo María ZO).

In some cases, producers mentioned the importance of the delivery of inputs, but that technical assistance was sporadic. The reasons that explain this situation are the greater territorial amplitude of the Zonal Offices, the poor coverage and road conditions in rural areas, which limits the delivery of inputs and the presence of technical assistance.

“DEVIDA’s main support has been basically with pruning and fertilizer. The most valuable support has been the delivery of inputs such as fertilizer, cacao cuttings and training in grafting and pruning. This is given with the confirmation of a document that is signed. Some only receive inputs without training. ...they have brought machetes, bags and a few grafting training sessions. ... Only -since this year- fertilizers have arrived and they have taught us how to prune, in previous years there was no training...” (Producer at Pucallpa ZO)

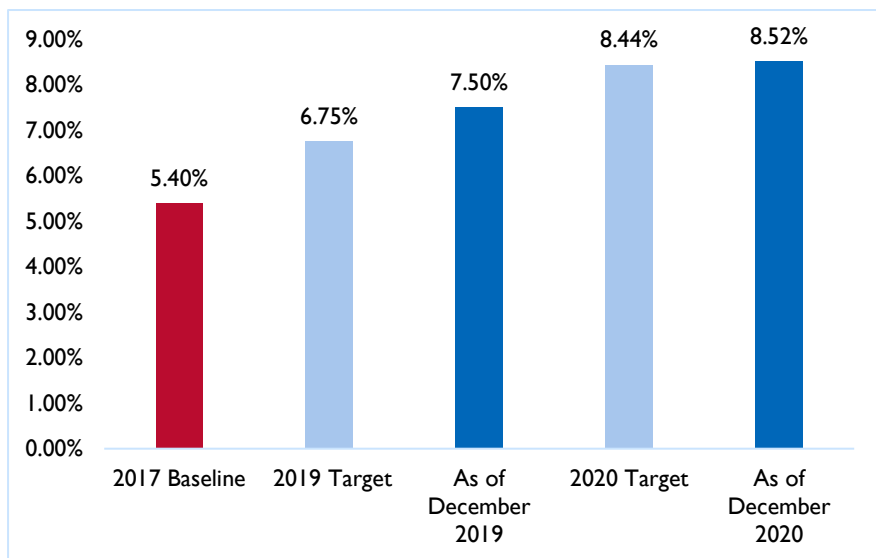
The technician “...he leaves on his own, now I have called him and told him to schedule the day I am free so that he can also be there when I am. He goes to my farm for a little while and prunes 3 trunks and leaves it and comes back”. This year they have gone only once, only 15 days ago they have gone and pruned two or 3 trees and left. Sometimes they communicate after they have gone to the farm... they take pictures and then send it to your cell phone saying that they have gone to my farm”.. (Producer at Pucallpa ZO).

Association formation. One of DEVIDA-PORI’s technical assistance activities was to promote formation of associations among participating farmers to improve supply (quantity and quality) and

facilitate connection with the market. The results of the intervention indicate that with respect to the goals set for 2019 and 2020, the achievements surpassed those goals (Graph 13).

The planned goals of organizations marketing their alternative products were discreetly surpassed which would indicate that the work with associations is achieving and exceeding the planned objectives. It would also be confirming the complexity of developing and working with social groups in the productive and marketing field that, although they seek economic objectives, economic rationality is not enough to generate more integration and a greater number of associations for product marketing. There are different degrees of relational complexity that point to the differentiation and integration that occur in the organizations and are fundamentally explained through the behavior and management of the organizational design (Zapata Rotundo & Caldera, 2009), as well as the non-linearity in the center of interest of the associates (Bohórquez Arévalo & Espinosa, 2015) and the different perception of the environment that each one has; and finally, like any social process, it implies a slow process of building.

Graph 13: Post-eradication families marketing their products through organizations (%)



The importance of technical assistance to generate formal producer and marketing organizations is evident, given the informal conditions in the country, where 99 percent of production units in rural areas are informal (National Institute of Statistics and Informatics, 2020). The work carried out by DEVIDA-PORI in this field is highlighted by the following stakeholders.

Source: Reporte anual de desempeño PORI, años 2019 y 2020

“DEVIDA has supported us in the area of association formation, i.e. regularization of the documentation of the bylaws, regularization of the cooperative’s councils or committees and training of the members of the Board of Directors.” (Cooperative president in Leoncio Prado Tingo María ZO).

A greater number of organizations and a greater number of participating members is a pending task, insofar as by 2020 it was planned and achieved to work with 120 organizations of agricultural and non-agricultural producers. A greater number of organizations, and above all a greater number of farmer members, will enable the development of economies of scale that will allow them to be more competitive.

Productivity. Another indicator that is sensitive to technical assistance is productivity, since the improvements in production per unit of resource are due, among other things, to the capacities generated by the technical assistance and the input support provided by the intervention. A comparison

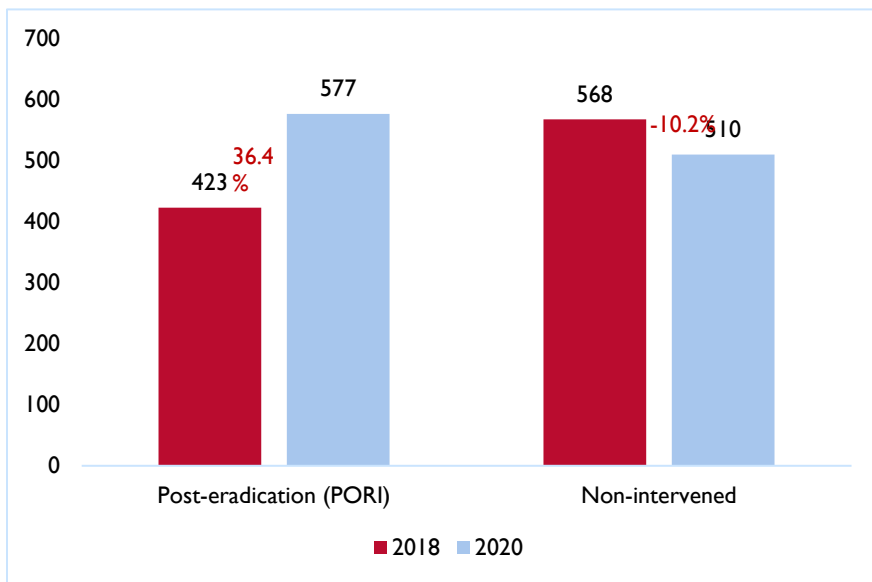
of variations in the productivity of cacao and coffee, products prioritized by the intervention, shows that improvements have been achieved. Thus, taking as a reference the years 2018 and 2020, when comparing the intervention area and the non-intervention area (area where DEVIDA does not intervene), it was found that the productive yield (productivity) of cacao in the intervention area increased by 36 percent, while in the non-intervention area it decreased by 10.2 percent (Graph 14).

The importance of the technical assistance provided by PORI for productivity achievements is pointed out by the producers:

“To a large extent yes, in terms of technical agronomic management, in terms of the cacao plant, because we in the San Martin region have already received technical assistance for many years, what DEVIDA does is a supplement to the technical assistance we have received for many years and therefore for us it is not so complicated” (Leader of La Pólvara- Tarapoto ZO).

The difference in cacao productivity between the intervention and non-intervention zones is mainly due to the starting level of productivity of the intervention. In 2018, the intervention area had a yield of 423 kg/ha and the non-intervention area had a yield of 568 kg/ha, indicating that the non-intervention area had more productive experience, i.e. more years of work in cacao and higher productive yields, in addition to having advice and technical assistance from other entities. Regarding the productive experience of the non-intervention coca-growing areas of DEVIDA, it is important to note the Alianza Cacao initiative, which has been supporting the development of cacao production chains since 2013, providing support and technical assistance to producers.

Graph 14: Cacao Yield Change 2018 and 2020 (Kg/ha)



Source: BD 2018 – 2020 DEVIDA

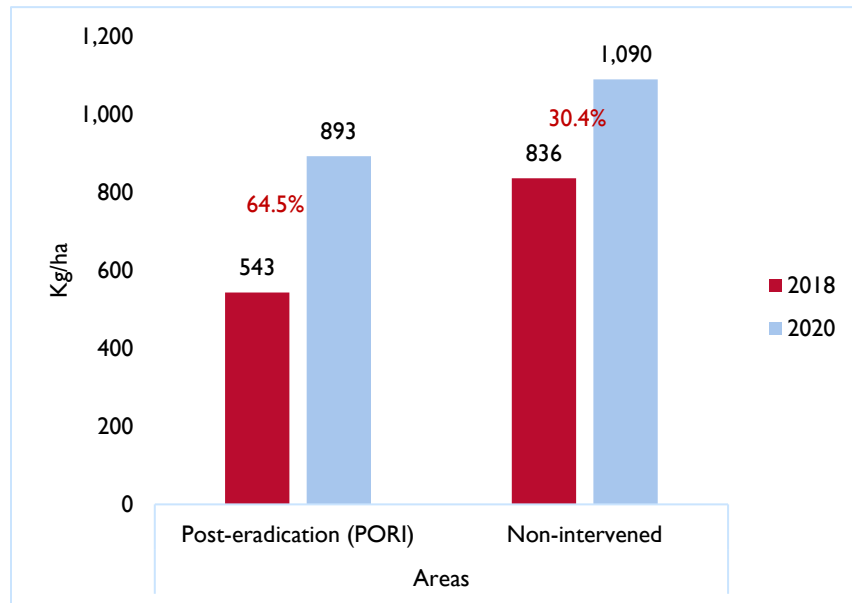
Likewise, low cacao yields are a characteristic of Peruvian production, which although improving and reaching a national average of 814 kg/ha, productivity levels vary from region to region. One of the causes of low yields is the size of the average area of cacao in production: 2 ha, the low percentage of farmers who fertilize cacao, such as those who prune in a timely manner, and the limited access to loans (INIA, 2019b).

In addition to technical aspects of the treatment of the cacao production process (including timing, pests, diseases, environment, type of cacao, soil, logistics), it is important to take into account that “National cacao production is almost exclusively in the hands of poor small producers who own little land of poor quality, have a low

level of farm capitalization, little working capital, low educational level and precarious health and sanitation conditions” (Ministry of Agriculture and Irrigation, 2020).

With respect to coffee yields, the changes that occurred between 2018 and 2020 were examined. Graph 15 shows that in the intervention zone the coffee yield in this period increased by 64 percent and in the non-intervention zone it increased by 30 percent. Thus the coffee yield in the intervention zone in 2018 was 543 kg/ha, while in the zone not intervened by DEVIDA, it reached 836kg/ha. Both yields changed by 2020, as the intervention zone reached a yield of 893 kg/ha and the non-intervention zone reached 1,090 kg/ha. Yields per hectare of coffee at the national level are low. Peaks have been achieved in 2006 and 2011, above 800 kg/ha, although the national average in recent years has been decreasing to less than 500 kg/ha. However, since the 2015 season it has been recovering (Diaz & Meike, 2017). Just as in the case of cacao, there are areas where coffee yields are higher and in other areas the opposite is true. In 2019 in the central jungle and northern coffee-growing areas there was an increase in coffee production from 828 to 966 kg/ha and in the south of the country the increase was from 552 to 736 kg/ha (INIA, 2019a).

Graph 15: Coffee yield variation 2018 and 2020 ((Kg/ha)



Source: BD 2018 – 2020 DEVIDA

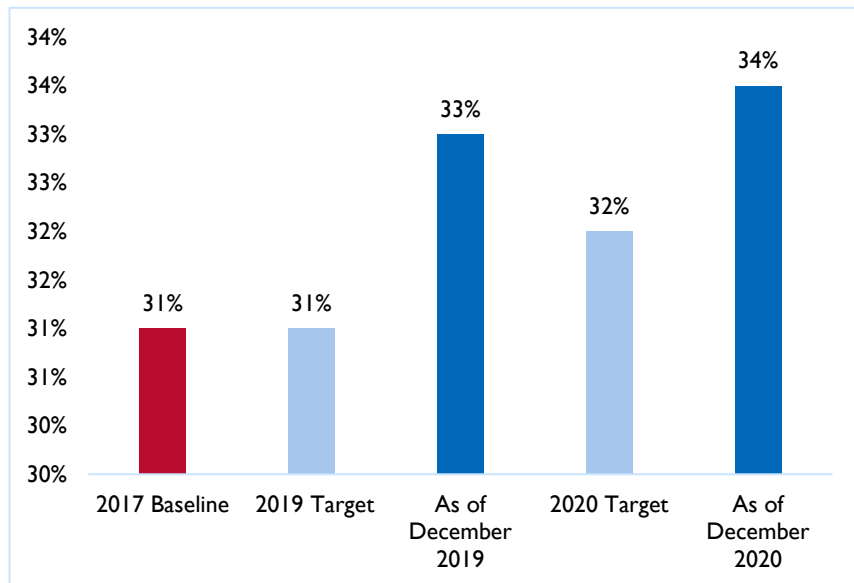
”Productivity depends on a set of variables, the most important of which is the agronomic management carried out on the farm. This agronomic management is subject to the development of agricultural tasks for the care of plantations, investment in fertilization, pest management and the absence of adverse weather conditions that affect the productive process” (Diaz & Meike, 2017). This points to the direct interference of the intervention in the technical assistance and support provided to coffee producers.

Likewise, according to the National Coffee Action Plan 2018 - 2030, the main problem of coffee production in the country is the low level of competitiveness, social and environmental sustainability of the Peruvian coffee value chain, and its causes include inconsistent quality, weak access to loans and economic and social conditions in coffee-growing areas that limit the efficiency of the coffee value chain (MINAGRI, 2018), so the intervention should focus more on quality and access to loans.

Participation of women. One aspect of the intervention related to technical assistance is the work with women; thus, the indicator of women’s participation in training in productive techniques reports a fulfillment of goals equivalent to one third (33 percent). Later in this report an analysis of the intervention is made with respect to gender equality, which is why in this section it is only noted that the intervention met the goal set, which is endorsed by the participants.

“Yes, they have given us support, in the first years, they gave us the tools, fertilizers, field schools”. (Producer in Santa Rosa de Mishollo).

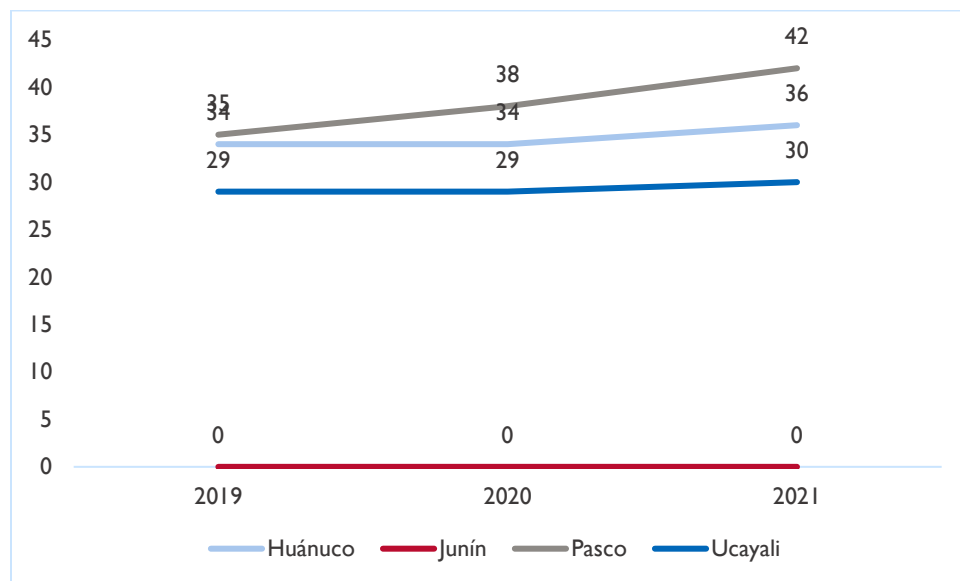
Graph 16: Women trained in production techniques (%)



In 2019, 9,010 people were trained, of which 32.6 percent were women; in 2020, 11,105 people were trained, of which 33.5 percent were women. When this indicator is examined by region, it is found that in Junín there are no reports of training and less participation of women. There is higher participation in Pasco and lower participation in Ucayali (Graph 17).

Source: PORI annual performance report, 2019 and 2020.

Graph 17: Women assisted in post-eradication training (percentage)



Source: DEVIDA database, Product Diversification Register, 2021

Product quality and processing. In addition, the technical assistance provided led to improved product quality and processing; thus, not only was production diversified, but it was given under a focus on quality and knowledge of market opportunities; in a virtuous circle, finding improved agricultural production such as coffee and cacao would lead to better incomes. This is highlighted by a DEVIDA

official at the national level, indicating and highlighting the specialized training and the change it generates in the producers.

“The best products are sought and the farmers themselves have realized that with better product quality, the market will demand and their income will improve; this is possible with the specialized training promoted by PORI, from identifying the qualities of coffee to go to the culture of quality that is internalized in them and think of promoting some brands of origin, ventures with specialty coffees and not just staying in the micro lot and reach the expectations of buyers”. (DEVIDA mid-level official)

Product specialization and improvement was also pointed out by officials from the Zonal Offices, who mentioned that the quality culture and the value chain transformation process that includes product improvement and access to tenders as a strategy to improve product quality.

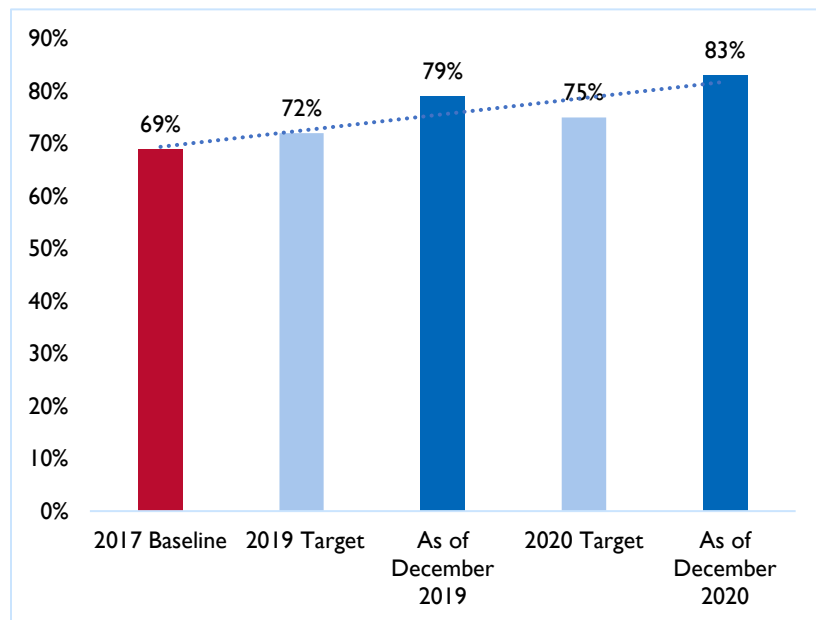
“Focusing on quality management. Towards specialty coffees we have been able to capitalize. And we have achieved it. Human resource capital, having tasters, barista workshops in Monzon with young people. Training strategies, with field schools to recover good leadership. We have achieved agricultural development. In an area hard hit by drug trafficking.” (Tingo Maria ZO official)

The quest for quality includes income improvement, but it does not yet reach all farmers.

“DEVIDA with technical assistance, fertilizer and pesticides, helped us to improve our plots, to produce more and give us more income. We are working and participating in the specialty coffee contest, although there are few people who believe in this type of coffee.” (Farmer at La Cerilla de Chipaquillo Association – Marías 2 de Mayo -Tingo María ZO).

Community Neighborhood Councils (JVCs) and the Development Plan. One of the activities developed by DEVIDA within the framework of the PORI was the work with the Community Neighborhood Councils and, given their importance in the development of actions for urban and social development planning with the participation of the population, it is expected that they will contribute to the development of strategies for the future and quality of life (Urban Planning, Citizen Participation and Social Change, 1999).

Graph 18: Community Neighborhood Councils or Native Community Boards of Directors that implemented their Community Development Plan (percentage)



Source: PORI annual performance report, 2019 and 2020

27792, Organic Law of Municipalities, highlights the importance and characteristics of participation and specifies “.... constitute neighborhood councils, by means of a public call for elections; the councils will be in charge of supervising the provision of local public services, the compliance with municipal regulations, the execution of municipal works and other services that are specified in the order creating them (and even) the community neighborhood councils, through their accredited representatives, will have the right to speak at the sessions of the municipal council” (Article 16) (Organic Law of Municipalities 27972, 2003).

DEVIDA-PORI works with the JVCs or Indigenous Community Boards of Directors, from a social development perspective. First, it manages the formation of the JVCs, emphasizing the importance of citizen participation in local development and, at the same time, coordinates with local governments for their formalization and accreditation. The JVCs work to achieve their Community Development Plan, which gathers the needs and priorities, mainly related to infrastructure, that the residents have in terms of improving their neighborhood environment and which are submitted to the municipal authority and interact with it. It is evident that the needs exceed the possibilities of the Local Governments.

“The Community Development Plan not only includes infrastructure, but also other aspects, such as human beings and their social development.” (Official at Tingo María ZO)

DEVIDA’s work with the JVCs is extensive and they have also been integrating needs with capacities and abilities of children and families, so music, sports and cultural activities have been developed; the population has also been organized for the development of communal tasks and work for the common good. Likewise, the work with JVC has made it possible to inform and organize the population to make use of public services, such as obtaining the DNI for children, accessing social programs, health services, Beca 18.

FINDING 4. **Monitoring information is timely and useful for decision making at the central level, but the Regional Offices have limited human resources to analyze the information.**

DEVIDA carries out monitoring to observe the progress of budgetary programs and the achievement of their results, also to guide management decisions, it involves a systematic process of collecting, processing, analyzing and using information (DEVIDA, 2019). For this purpose, it has a DEVIDA Information and Monitoring System (SIMDEV), which is a Web tool or application (www.simdev.gob.pe) used for the entry, collection, processing and dissemination of information concerning the programs managed by DEVIDA and that allows them to monitor especially the indicators of immediate, intermediate, physical production and budget execution results.

The Promotion and Monitoring Directorate is responsible for preparing reports containing at least the results of the execution of physical and financial goals and the evaluation of performance indicators defined in the logic model of the Comprehensive and Sustainable Alternative Development Program (PIRDAIS). These reports are submitted to the Planning and Budget Office (Planning Unit - Budget Unit), General Management and the Technical Manager of the Budgetary Program, for the respective decision making (DEVIDA, 2019).

Objective 2 of DEVIDA-PORI proposed to improve DEVIDA's monitoring, analysis, planning and articulation so that goals are appropriately established in alternative development zones with emphasis on post-eradication zones. In this regard, in the second half of 2019 DEVIDA carried out an activity to consolidate the results of the Work Plan for Verification of Physical Goals of the PP PIRDAIS for each month of the year, another one to consolidate the results of the Work Plan "Training Workshop for regular and alternate representatives of Monitoring of PP PIRDAIS Executing Entities in the Use and Management of the DEVIDA Monitoring System - SIMDEV in Zonal Offices" and the "Updating of the 2019 Sampling Framework" carried out in the seven DEVIDA Zonal Offices. (DEVIDA - Office of Planning and Budget, 2020a).

In 2020, DEVIDA-PORI equipped the eight Zonal Offices, prepared the PIRDAIS 2018 Results Evaluation Report and hired a consultant to prepare the socio-political and economic profile of the districts within the scope of the PIRDAIS Budget Program. The activities for monitoring PIRDAIS goals (including georeferencing of assisted plots) as of the third quarter of 2020, had not been carried out due to the continuous extensions of the State of National Emergency decreed by the Peruvian State, due to the COVID-19 pandemic situation (DEVIDA - Office of Planning and Budget, 2020b).

Likewise, in 2020 the SIMDEV was improved but with the support of the Institutional Strengthening of DEVIDA (FID) project: "FID took the opportunity to improve the monitoring and evaluation capacity of the Directorate of Promotion and Monitoring (DPM) of DEVIDA, through the redesign of evaluation, information collection, analysis and systematization instruments and processes" (USAID Project: Institutional Strengthening of DEVIDA, 2020).

The improved information and monitoring system is used for DEVIDA's mid-level management, the DPM informs the directorates for decision making and provides feedback to the Zonal Offices (executing units). The system is centralized and vertical, so that the Zonal Offices only provide data as inputs, but do not analyze them in real time or make local decisions, in addition to the limited human resources.

“SIMDEV has been improved by the FID (...) in the case of the zonal area, access to the monitoring system is more frequent... the results are in the system, i.e. there is a feedback process that maybe they (the OZ) do not identify it as such, but the specialist is contacting them to tell them “your operational plan, you are behind in terms of acquisitions, do you have any problem or you have to improve that, coordinate with the supply area so that the purchase really takes place or so that future purchases are programmed, let’s say with more anticipation.” (DEVIDA mid-level official

“There is a general area called DPM. They are in charge of monitoring from Lima.” (Official at Pucallpa ZO)

“We do not make decisions, we upload information as input, we collect reports, we make observations and the decisions are made from Lima.” (Official at Tingo María ZO)

Since 2010, an annual measurement of PIRDAIS performance has been carried out, including the evaluation of DEVIDA-PORI. In 2012, PIRDAIS became a Budget Program and with the support of USAID, resources were allocated to measure its indicators. In these evaluations, the post-eradication zone is included as a Program area. In 2019 there was a problem in the measurement and extrapolations and adjustments had to be made. The monitoring of indicators has maintained the original design since it began, as well as the information collection instruments, which allows for longitudinal monitoring and evaluation of the Program, including the DEVIDA-PORI intervention.

“They have always been large samples, about ten thousand, nine thousand surveys, and in that way we had information not only on the indicator data but also disaggregated by geographical area, by department, by coca-growing area, and that was also useful information for the zonal offices, because sometimes when you measure the indicator, you find out that productivity is such, but it is at a general level, each zone wants to know but you cover my area, so this evaluation allowed you to give disaggregated information to each zonal office.” (DEVIDA Official)

FINDING 5. The technical assistance provided by DEVIDA-PORI to local governments was limited and it is not possible to identify whether it resulted in more and better public investment aligned with the needs and priorities of the population.

The evaluation has found that technical assistance to Local Governments (GLs) from DEVIDA-PORI was limited to the extent that only one training activity was recorded in December 2019, so it is not possible to identify links with the improvement of public investment in GLs. This activity was recorded in the DEVIDA-PORI budget execution (DEVIDA - Office of Planning and Budget, 2020a). In 2020 the resources were not executed (DEVIDA - Planning and Budget Office, 2020b) and the reallocation is also explicit in DEVIDA’s institutional Operational Plan to 2020 as shown in the following table. This planning shows a reallocation of the Opening Institutional Budget (PIA) linked to the development and strengthening of capacities of Regional and Local stakeholders to the Modified Institutional Budget (PIM) for the development and strengthening of capacities of Regional and Local stakeholders - VRAEM.

Table 5: Comparison of physical and financial goals between PIA-PIM 2020-PP PIRDAIS as of the second half of the year

PRODUCT / SIAF ACTIVITY / POI ACTIVITY	UNIT	PHYSICAL GOALS		BUDGET	
	MEASURE	PIA	PIM	PIA	PIM
5006189 Regional and Local Stakeholder Capacity Building and Development				2,050,000	1,525,558
Regional and Local Stakeholder Capacity Building and Development	Entity	21	0	2,050,000	-
Development and Capacity Building of Regional and Local Stakeholders - VRAEM	Entity	0	17	-	1,525,558

Source: Table N° 5-C. POI 2020 Evaluation and Implementation Report. As of the second semester. DEVIDA. Changes in budgetary resources.

The following table shows a comparison of the programming and execution of physical and financial goals corresponding to the Modified Institutional Budget (MIP) for the general topic of development and capacity building of regional and local stakeholders. It is necessary to specify that it corresponds to the VRAEM, as shown in the table above, where 1,525,558 soles are allocated in the MIP.

Table 6: Execution of physical and financial goals of PP 0072 PIRDAIS 2020, 5006189

PRODUCT / SIAF ACTIVITY / POI ACTIVITY	UNIT	PHYSICAL GOALS FOR THE SECOND HALF OF THE YEAR			FINANCIAL GOALS FOR THE SECOND HALF OF THE YEAR		
	MEASURE	PROGRAMMING	EXECUTION	% EXECUTION	PROGRAMMING	EXECUTION	% EXECUTION
5006189 development and capacity building of Regional and Local stakeholders					1,525,558	1,512,608	99%
Development and capacity building of regional and local stakeholders	Entity	17	17	100%	1,525,558	1,512,608	99%

Source: TABLE No. 9-C, POI 2020 Evaluation and Implementation Report. As of the second semester. DEVIDA. Modifications of budgetary resources. The programming of physical and financial goals are elaborated based on the PIM.

As discussed below (see analysis tables disaggregated by activities in “Execution of physical and financial goals”), this reallocation for the VRAEM was for technical support actions in aspects of productive sustainability. In the execution of the physical and budgetary goals, the Modified Institutional Budget (MIP) is used and it is understood that it is directed to the VRAEM zone.

DEVIDA-PORI Objective 3 aims to support DEVIDA in providing technical assistance to local governments to improve public investment projects within the framework of DEVIDA’s budget programs. Activity 3.1 indicated that the support was within the framework of Invierte.pe. For 2019, it was planned to support 18 Local Governments, training was done and 43 Local Governments were reported that “Includes 20 Local Governments intervened by the activity “Development and strengthening of capacities of regional and local stakeholders in the scope of the San Francisco Zonal Office” and others that during the implementation of projects received technical assistance by the OZ, OPP or DATE” (DEVIDA - Planning and Budget Office, 2020a).

Then, DEVIDA provided training for Local Governments with its own funds (ordinary resources) through its Zonal Offices, the Office of Planning and Budget-OPP and the Directorate of Technical

Affairs-DATE and it is not possible to identify if the technical assistance was carried out with PORI funds. Therefore, it is not attributable to DEVIDA-PORI any greater or better investment through the PIP. Secondly, in 2020 no resources were allocated to this activity 3.1 and the reason given is the pandemic as the main cause.

In addition, accounts confirm this finding:

“... in 2019 we worked on investment project training, with some local projects. ..., in 2020 we have not really had any major participation through PORI.” (DEVIDA mid-level official).

“(In 2019) In Ucayali there have been 11 municipalities in the case of Huanuco there have been 17 municipalities that have participated in these training sessions (to GL by the Investment Unit).” (DEVIDA mid-level official)

Municipal officials mentioned that DEVIDA specialists were able to review their PIP technical files to provide them with recommendations and suggestions. They emphasized that it was the Municipality that prepared and led them, while DEVIDA only reviewed them. In line with the finding, DEVIDA continued to provide support to Local Governments through its activities with Zonal Office officials. The increased public investment achieved through the PIPs made it possible to promote local development with minimum infrastructure for market integration and thus the intended alternative development. However, it cannot be determined that this greater public investment was attributed to DEVIDA’s assistance.

However, a lack of knowledge, confusion and even possible corruption in the development of projects for producers was also found in some local governments, which implies the need to maintain a constant mechanism of communication and public transparency, allowing for greater identification with the AD process.

“Among the actions with local governments and municipalities, once DEVIDA has financed an activity or project, what the Zonal Office did ... was to provide support or technical assistance to these activities or projects” (Tarapoto Zonal Office – Tocache Office)

“The local government has always formulated its own projects (...) with technical assistance and accompaniment, yes.” (Puerto Bermudez Municipality official).

It should be noted that DEVIDA, with the support of FID, worked with local governments to achieve greater investment through a greater number of Public Investment Projects (PIPs).

FINDING 6. The pandemic limited DEVIDA-PORI’s implementation.

On March 15, 2020, the Peruvian Government, faced with the COVID-19 pandemic, declared a State of Emergency throughout the country (Executive Order 044-2020-PCM) and one of the first measures was the implementation of a general lockdown, which led to the non-mobility of citizens, the prohibition of internal movement and the suspension of all productive activities, which lasted until July 2020, when a

process of gradual opening began. This slowed down DEVIDA-PORI's activities and during the first months the intervention's technical assistance suffered, as on-site activities in the plots were limited. Likewise, the extension agents were not able to carry out the monitoring they usually did and visit the plots to supervise fertilization, for example. Meetings were paralyzed for several months, until remote work strategies were designed to resume via telephone and, gradually, face-to-face activities were resumed.

This situation clearly affected the effectiveness of the intervention. For example, in the installation and maintenance of hectares of alternative cacao crops, 10,132 families were programmed to be assisted and 10,019 families were reached. 14,881 hectares were programmed for installation, growth and production and 14,307 hectares were achieved. And the budget executed for the development of cacao activities reached only 69.7 percent. Similarly, all DEVIDA-PORI activities were affected in budgetary terms. In 2020, 49.21 percent of the resources allocated by USAID were executed (DEVIDA - Planning and Budget Office, 2021).

What is special about the indicators for DEVIDA-PORI activities is that, despite the lower budget, there was little impact on effectiveness. In Objective 1, in cacao crops 96.14 percent of the planned goal was achieved, in coffee 83.90 percent, plant health 98.23 percent, and technical assistance in productive diversification 100 percent.

“We are in an extremely difficult stage, we started 2019 with strength ... and in 2020 the PORI was approved in March and we entered a pandemic, many regions have been with a limited operation until November, there are colleagues who have died, we have tried to adapt the implementation of the PORI to the conditions that existed in the regions.” (DEVIDA mid-level official)

After the uncertainty caused by the pandemic in Peru, DEVIDA, whose main task is to provide technical assistance and training in alternative production and value chain to the inhabitants of areas with illicit crops, as well as to support community management and association formation, formulated the “Biosecurity Protocol for the prevention and protection of people doing field work in DEVIDA's decentralized agencies (zonal offices)”. This made it possible to gradually move from remote work to face-to-face work.

“We worked remotely based on a schedule with the Community Neighborhood Councils where they had a phone line. But reaching families was limited.” (Official at Pucallpa ZO)

“Technical assistance is not the same.... More in the northern zone in native communities they do not have signal or internet..., with the native communities there was no face-to-face work when the face-to-face activities were resumed in July, August, and September already. There we were already entering the communities. In the first months there was total isolation. (OZ San Francisco)

In view of the social immobilization (lockdown), the work of the technical assistance teams of the Zonal Offices was adapted according to the type of coverage of each zone. The wide extension of the intervention presents a wide diversity and different levels of communication. Some areas took advantage of the existence of coverage and others did not. Some took advantage of the possibility of communicating via cell phone or laptop, while in other areas this communication was very limited. The

face-to-face technical assistance work with farmers, organized population and local governments was a challenge in the implementation of DEVIDA-PORI. When technical assistance was restarted in the field, it was provided with fewer people and biosecurity measures. All this had an impact on the effectiveness.

“What we did in the face of the pandemic was to adapt the biosecurity protocols to the technical assistance ... The workshops that were planned for 10 people and we changed to meetings of 5 people. No longer in closed environments, but in ventilated, open environments. We use soap. Alcohol, hand washing. No longer with vulnerable people, older people, but with younger people.” (Official at Tingo María ZO)

“With DEVIDA it has been a virtual work to evaluate projects (e.g. water). DEVIDA would come to the municipality and virtual meetings were held via Zoom.” (GL Mazamari)

“Last year we had to stop the whole year due to the pandemic issue, this year we have made a strong start on the stockpiling issue”. (Woman Leader of Uchiza).

Faced with the pandemic, the Government, through the Ministry of Economy and Finance (MEF), limited purchases by state entities to give priority to the health emergency, which affected DEVIDA’s procurement management, which saw its supply paralyzed, with negative effects on the delivery of minor equipment and supplies to farmers.

“... We have not been able to execute all the resources we had pending, we have tried to comply with the families with the delivery of inputs, but it has not been at the right time. Because until the end of May we were unable to make acquisitions and everything was left on standby by law. ... In fact, the context has been adverse.” (DEVIDA mid-level official)

FINDING 7. The administrative processes of the public sector delay the transfer of donations to the DEVIDA Zonal Offices, making the implementation of DEVIDA- PORI more difficult.

The operational plans of the Zonal Offices have a calendar linked to agricultural activities, which begin to coincide with the arrival of rainfall, generally in the month of January, in the intervention areas, making it necessary to have certain basic inputs for the production process. In this context, USAID funds that flow to DEVIDA to support the intervention suffer delays in their use, since when they enter the public sector, there is an administrative management process that involves instances outside the entity, such as the Ministry of Economy and Finance. This situation limited the timeliness and scheduling with the agricultural calendar (fertilizer, inputs, seeds, etc.), affecting the implementation of activities.

“...when a source of financing other than ordinary resources (OR) is considered and we have a balance at the end of the year, this constitutes a balance and can be incorporated into the following year ...this programming is done as of February of the following year.” (DEVIDA mid-level official)

“The PORI budget always starts in March, when we know that the agricultural calendars for coffee and cacao go from January to December, and it starts with a fertilization plan, and at that stage corresponds to the stage of filling coffee beans, for example. ... If this could work with a provision of funds or start in January, it would be healthy, it would be possible to achieve our objectives and results with greater scope.”
(Official at Tingo María ZO).

FINDING 8. The limited presence of the State limits DEVIDA’s role as a development promoter and the implementation of DEVIDA-PORI.

Taking into account that there are “brown zones” in Latin American territories (O’Donnell, 1993), that is, there are peripheral regions where the presence of the State can be reconfigured through attenuated forms of power and understanding that the relationship between State and population is not only a matter of control, but of mutual communication and recognition of the State as a legitimate actor (Vizcarra & Heuser, 2019), the presence of the State in the intervention zones must be examined in relation to society (Manrique López, 2016).

In DEVIDA-PORI intervention zones, the various stakeholders have different interests and some differ with the State’s policy that seeks social development through the alternative development strategy. Thus, there are active groups that challenge these policies - called “challengers” - (Casas Sulca, 2015), who seek power in a given region or zone, for which they try to control and/or promote the production and commercial flow of certain illegal economic activities. These challengers may be producers seeking to maintain an income or groups that even seek local political power and enter subnational governments. Due to the existence of these challengers, the presence of the State is weakened given that power over a territory is manifested by the various forms of interrelationship between State agencies and the challenging social groups, as well as the various incentives for territorial penetration (Casas Sulca, 2015).

Since the State cannot exercise direct control from the center, it needs to rely on regional representatives -such as local elites- to act in accordance with it, implement its policies, control and regulate social relations in the territory they administer. (Manrique López, 2016)⁴. This is where regional or local representatives often do not consider themselves part of the State, which further limits their presence and their role as articulators and promoters of development.

The population of the intervention areas is characterized by vulnerability and by being located in a rural area with little integration to local and regional markets, with a high level of informality, lack of infrastructure and coexist with the production of illicit crops.

The absence of other State sectors and the lack of regional policies to combat illicit crops is another characteristic. This dynamic in the territory where DEVIDA intervenes configures a complex scenario

⁴ Quoting Soifer, Hillel (2008). “State Infrastructural Power: Approaches to Conceptualization and Measurement”. *Studies in Comparative International Development*, 43, pages 231-251.

where formality and informality, licit and illicit coexist and which crosses both society and the State. In addition, this shows the direct relationship between informality and illicit activities at these levels.

“DEVIDA’s intervention has generated changes in people, they have only worked in cacao and other sectors (of the State), and nobody participates in the work.” (Official GL Rupa Rupa Tingo María ZO)

“Here in Mishollo there are no roads, our trails are closed and we have to carry our products down on our backs, in reality we are forgotten by the State.” (Producer in Santa Rosa de Mishollo)

This situation is compounded by the appearance of pro-coca growers’ leaders or authorities that generate distrust among producers regarding DEVIDA’s work, since the development of licit activities is more difficult given the profitability of coca crop production.

“There is always the risk of the political issue, with negative leaders, pro-coca growers, they are always manipulating the people, and they are always inciting the planting of coca. ... Since 2018, with the instability of the local government of the fugitive pro-coca growing mayor ... The greatest risk is drug trafficking, but the area is mapped.” (Official at Pucallpa ZO)

“... I could say so, they have opted to plant coca leaf again and that is a big problem for us now, it is very complicated and I am worried because there are many partners who are leaving cacao for coca, they already found out that eradication is not coming and if eradication does not come, they want to capitalize 2 or 3 years and go back to cacao again”. (Leader in La Pólvora).

On the other hand, there have been changes in the dynamics of anti-drug policies. In the early years of this century, the policies of drastic drug control criminalized coca production and prioritized all state action in terms of combating drug trafficking, including coca cultivation. Then, the policies were oriented to the fight against poverty and the social conditions of the population, without abandoning the criminalization of coca production and with a greater presence of the State through social programs in the intervention zones. Finally, policies are framed within the framework of development and combine social and economic development. In this last process of political development, DEVIDA’s action is limited by the absence of basic services and communication infrastructure, the limited presence of entities such as the agricultural sector, the limitations of regional and local governments to address social and economic vulnerability. Thus, DEVIDA’s articulating and promoting role is limited and surpassed in the face of so many shortages, and there is the presence of a minimal protective State and not a generalized welfare State for the population. (Vizcarra & Heuser, 2019).

FINDING 9: The pandemic prompted DEVIDA to promote productive diversification, which had a positive impact on family incomes (producers and producer organizations).

DEVIDA-PORI’s proposal before the pandemic was to prioritize alternative crops of cacao and coffee. In the planning of Objective I, the main activities were focused on such production. The pandemic opened

up an opportunity and DEVIDA's senior management proposed agricultural and non-agricultural productive diversification, leveraging the ample possibilities that the intervention zone has to produce other products linked to licit production as a way to generate income. DEVIDA's management was quick to adapt by requesting changes in the operational plan and promoting productive diversification.

“In 2020, an attempt was made to make a turnaround; aquaculture and beekeeping were not included in the initial contract; Senior Management considered that this was a way to generate income at that time of pandemic; they coordinated with USAID and accepted these conditions (of productive diversification). (DEVIDA mid-level official)

“And now, with the diversification of production, there is a greater possibility of generating income”. (Official at Tingo María ZO)

The productive diversification proposed by DEVIDA-PORI generated capacities in the beneficiaries to adapt and take advantage of the productive resources of the intervention areas for alternative development and to work with associations and cooperatives.

“Self-management and teamwork (with the support of DEVIDA) have been strengthened, giving us an entrepreneurial vision, we have greater profitability (income) and the quality of life has improved for the fish farmer”. (Head of Fish Farmers' Cooperative Tingo María ZO)

“A cooperative is good, it is beneficial (...) when we were there, they always motivated us, that a cooperative is very good, it is quite beneficial. For example, now with some members we have acquired fertilizer and loans through Agrobanco to be able to buy fertilizer and other things that are missing here”. (La Merced Cooperative Leader)

“We are achieving our objectives with the involvement of new families. We want a change of attitude. And now, with productive diversification, there is a greater possibility of generating income. The level of hectares in coffee and cacao is approximately 1,000 hectares; now 30 percent or 40 percent of the hectares are in charge of the farmers.” (Official at Tingo María ZO).

In addition, productive diversification was key for small family producers in the intervention areas, especially to overcome the practice of monoculture among Andean migrants who settle both for food and income. In the case of indigenous families, diversification is a process of the Amazonian way of life that uses agroforestry, since they accompany their main production with other products for consumption. However, DEVIDA also promoted non-agricultural productive diversification and turned to support new products such as bakery production and fish farms.

“The pandemic opened our minds, because aquaculture production is one of the sustainable production chains over time, we have passed the pandemic and production can continue constantly.” (Aquaculture Cooperative Leader Tingo María ZO)

“The fish farm project is a very good project, a good project, a positive impact that generates in that area.” (Local Government of Tocache)

The following table shows the reallocation of resources to technical assistance. In the budget modification (PIM) new actions were included such as packages for technical assistance in the productive diversification of sustainable alternative goods and services: health in the cultivation of cacao and coffee, aquaculture and beekeeping. Other technical packages implemented were the basic bakery modules - OZ San Francisco UE 006 DEVIDA VRAEM. Also, the implementation of minor equipment for aquaculture activities.

In order to carry out these actions with other products, the promotion of the formation of associations of agricultural and non-agricultural producers in areas of coca-growing influence and in the OZ San Francisco, area was proposed.

This shows that not only were more resources provided for planned activities, but new activities were created for both producers and organizations (such as aquaculture, beekeeping, bakery modules) to provide greater support during the pandemic period.

Table 7: Comparison of physical and financial targets between PIA-PIM 2020-PP PIRDAIS as of the second half of the year

PRODUCT / SIAF ACTIVITY / POI ACTIVITY	UNIT MEASURE	PHYSICAL GOALS		BUDGET	
		PIA	PIM	PIA	PIM
5006184 - Technical Assistance in the Productive Diversification of Alternative Sustainable Goods and Services				31,656,400	40,033,753
Cacao*	Family	10090	10101	28,548,542	29,980,328
Coffee*	Family	1,004	988	3,107,858	3,247,965
Cacao and Coffee Crop Sanitation *	Family	0	1,000	-	1,500,000
Health in Cacao Farming*	Family	0	1,057	-	2,900,000
Aquaculture*	Family	0	370	-	833,904
Beekeeping*	Family	0	200	-	1,571,556
5006191. Promotion of the Agricultural and Non-Agricultural Producer Associations				4,419,965	4,419,965
Promotion of the Agricultural and Non-Agricultural Producer Associations in Coca Growing Influence Zones	Organization	170	162	1,389,965	10,641,270
Implementation of basic bakery modules	Organization	0	9	-	1,762,293
Implementation of minor equipment for aquaculture activities.	Organization	0	7	-	2,200,609
Support for DEVIDA's participation in national and international events to implement the commercial articulation of the beneficiaries of the Alternative and Sustainable Development Program (DAIS).	Informe	0	6	-	728,900
Support for promotional activities to encourage the consumption of products obtained by the beneficiaries of the Comprehensive and Sustainable Alternative Development Program (DAIS).).	Informe	0	1	-	18,600
Promotion of the Agricultural and Non-Agricultural Producer Associations in Coca Growing Influence Zones - VRAEM	Organization	80	80	3,030,000	2,661,765
Promotion of the Agricultural and Non-Agricultural Producer Associations in Coca Growing Influence Zones - OZ San Francisco	Organization	0	9	-	1,539,054
Implementation of basic bakery modules - OZ San Francisco UE 006 DEVIDA VRAEM	Organization	0	2	-	398,792

Note: (*) All activities are technical assistance in the productive diversification of sustainable alternative goods and services.

TO WHAT EXTENT IS DEVIDA-PORI GENERATING SUSTAINABLE CHANGES IN THE END BENEFICIARIES?

Summary of findings:

- *End beneficiaries show improvements in their productive capacities and income and greater confidence in their licit enterprises.*
- *Post-eradication families (DEVIDA-PORI scope) have a favorable opinion about the changes achieved by Comprehensive and Sustainable Alternative Development.*
- *DEVIDA has generated knowledge among producers about alternative crops and the organizational development of associations and cooperatives.*
- *DEVIDA-PORI's lines of complementarity with other donors and subnational governments are limited.*

FINDING 10: End beneficiaries show improvements in their productive capacities and income and greater confidence in their licit enterprises.

The individual and social changes that may be generated by an intervention such as the one evaluated are subject to many variables of the people, the community environment and society; Therefore, in a complex macro-social context as the country was in the evaluation period, with a high political uncertainty at the highest levels of government, with effects that derive in economic limitations and unemployment in the population, and added to the presence of the COVID-19 pandemic, which also affected the national economy and that in personal and community terms, led to a process of mandatory social isolation (quarantine) and uncertainty about the health and life of people, and that in productive terms limited the access to inputs, markets and better prices for their products.

However, and in spite of this, sustainable changes can be identified in the final beneficiaries, one of them is the productive capacity, linked to knowledge and the process of generating value in the production of cacao and coffee, and this is measurable, because as mentioned in the finding of the yield or productivity of both products (Graphs 14 and 15), there was an increase in the productivity of both products attributable to the intervention and even without taking into account what happens in the non-intervention population; because in both products there are percentage achievements of productive improvement.

“DEVIDA has given us technical assistance and support with inputs such as fertilizer and pesticides. It has come at the best time, when we were looking for the technical data sheet in SENASA, DEVIDA arrived. Since 2001 we have been producing coffee but we did not know about coffee and with the technical assistance provided by DEVIDA, after the eradication of coca, the technical assistance has helped us to

manage the plot, improve it, produce more and give us more income.” (Producer in Catalán – Dos de Mayo Tingo María ZO).

“The only thing that has improved for the producer is the yield of cacao, but not the price of cacao”. (Producer in Basin of Ene River, Satipo)

The relationship between productivity and income is also clear, although price plays a role between them. However, the actual and positive change in family income has been measured and verified as a factor that contributes to the sustainability of the intervention, since the improvement in family income gives the family peace of mind and trust in what they are doing (Graph 19). In addition, according to economic theory, given the scarce resources available to the family, any actual (not nominal) increase in income increases well-being (allowing greater purchasing power for the purchase of goods and services) and, in financial terms, it is a factor of sustainability, since a higher income in rural areas implies greater liquidity (cash flow) that allows decisions to be made for the well-being of the family. Likewise, this generates a process of building trust in what they are doing; in households, the peace of mind and assurance that they are carrying out licit actions generates these levels of trust; in organizations, a focus on trust is the basis of all successful human interaction, which allows for improved organizational development and higher levels of social capital, and is an important factor of sustainability.

“there are external factors, (...) that for example the production of coffee and cacao, has meant improvements in the income of families linked to this production; there are internal factors of the intervention that have established conditions for value-added processes and access to specialized knowledge so that the products are competitive in the national and international market. There are ventures with specialty coffees, not only staying in the micro plot and reaching expectations and demands made by buyers, there are successful farmers who quote 3 or 4 times the price of the bag...” (DEVIDA mid-level official)

“Before we had nothing, even though we had illicit crops. Now that DEVIDA is here, we are working calmly, and we have a little more money than before”. (Producer in Puerto Bermúdez, Oxapampa)

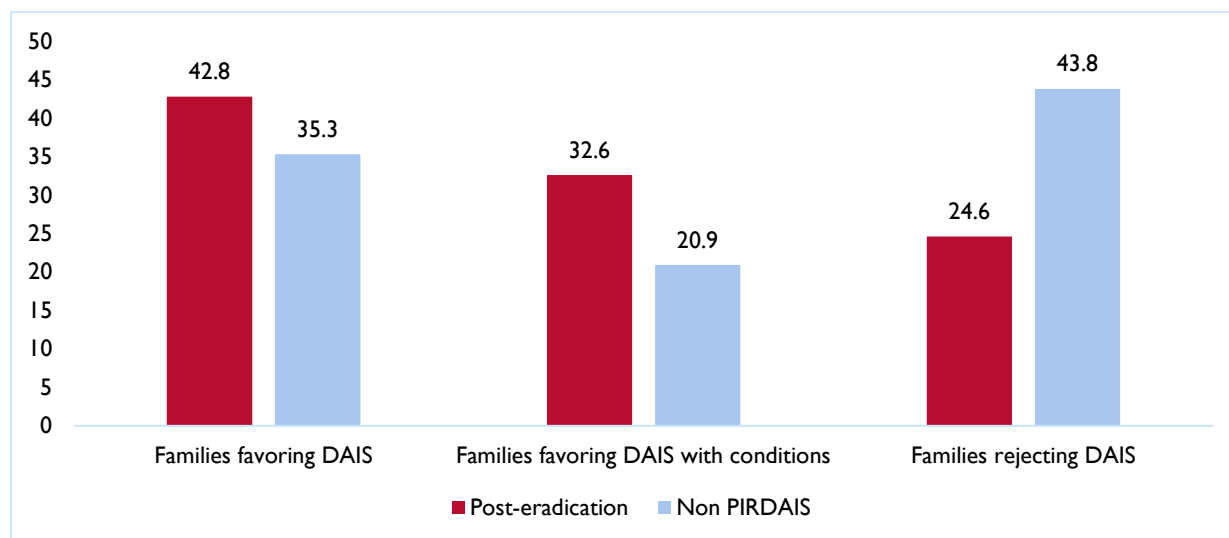
“DEVIDA with Technical Assistance, fertilizer and pesticides, helped us to improve the plots, to produce more and give us more income. We are working and participating in the specialty coffee contest.” (Producer at La Cerilla de Chipaquillo Association – Marías 2 de Mayo -Tingo María ZO)

FINDING 11: Post-eradication families (DEVIDA-PORI scope) have a favorable opinion about the changes achieved by Comprehensive and Sustainable Alternative Development.

In post-eradication areas, rural families (mestizo and indigenous) have a higher favorable position towards Integral and Sustainable Alternative Development (DAIS) than families in areas where PIRDAIS does not intervene (42.8 percent and 35.3 percent, respectively, as shown in the graph). This opinion of the population signifies a change in the perception of personal and family well-being, including in their productive sphere of DEVIDA's achievement. Having this new attitude implies that the evidence of

subjective factors of sustainability in the family to implement new productive activities and to move away from coca production.

Graph 19: Family opinion regarding DAIS (%)



Source: Final Evaluation Report PIRDAIS 2020

This new attitude is also evident in the interviews conducted. It is important to point out that these changes in attitude towards the work of the DAIS are different among mestizo and indigenous families.

The following table shows a summary of the evaluation team's perception of changes at the individual, community and organizational levels between mestizo and indigenous families: Changes at these levels are greater in mestizo families and to a lesser degree in indigenous families. Also, it is perceived that among the mestizo families there are important changes among some of the women interviewed who recognize their greater knowledge, attitude and organizational strengths. At the individual level, there is a greater commitment to alternative crops.

In the case of indigenous families, we consider that the intervention is in the initial processes and therefore the effect of DAIS action in this population is still weak. Although we appreciate the community's strength, this comes from their own condition, but at the individual level we see some new attitudes and more awareness of changes to strengthen their legal productive activities.

Table 8: Perception of the degree of change by level towards DAIS actions in mestizo and indigenous families.

LEVEL OF CHANGE	DEGREE OF CHANGE					
	MESTIZO RURAL FAMILIES			NATIVE RURAL FAMILIES		
	HIGH	MEDIUM	LOW	HIGH	MEDIUM	LOW
Individual	✓				✓	
Community		✓		✓		
Organizational	✓					✓

Source: Own preparation

At the level of individual changes, there is a diversity of expressions from the rural beneficiaries with respect to the personal and family attitude change of good living, as well as to apply the new techniques and have a more collaborative sense that will influence the other levels.

“(...) what we do mention is that living well means, apart from having a good income, is also living legally, with security and family peace of mind.” (DEVIDA Official La Merced ZO).

“The greater knowledge that farmers have about the technical specifications for the cultivation and harvesting of coffee has allowed a greater commitment on their part with alternative crops (...) more than 1 million seedlings have been planted, which have been giving them economic profitability years later. There is a greater commitment thanks to this profitability” (Villa Rica Municipality Official).

“We have become more and more convinced that we want to continue working. Although it is a constant, daily struggle, not only in family life, but it is something that we have to do as a group. The idea is to lift the whole group out of poverty” (Leader in La Merced).

This greater commitment and trust from the producers with respect to alternative crops and work is a recognition of DEVIDA's work in the area. In this sense, it should be noted that the beneficiary population is increasingly convinced of the work they are doing.

The level of organizational change refers to the progressive promotion of networks of trust to then promote the formation of associations among individual small producers. A greater degree of these associations are cooperatives. Thus, changes in collective capacities are being achieved.

“DEVIDA projects involve working with organizations with a social and productive component. There are 10 banana producers' associations with which we have been working on strengthening, productive issues and articulation.” (Official at MP_PAbad).

New associations and cooperatives have been formed, thanks to DEVIDA's promotion of associations, which is giving them access to financial benefits, such as the purchase of fertilizers and pesticides, as well as access to bank loans. This investment that organized farmers can now make in their plots allows for an improvement in the quantity and quality of their production, which is one of the main achievements pointed out by the interviewees.

At the same time, the organizational level allows them to improve production and quality, which has an effect on better marketing conditions and increased income.

“Going from cacao farmers, who live in places where you could even see coca leaves in the fields, who were ignorant about cocoa, we achieved a change with technical assistance to families in the stages of installation, growth and production. ... Also with the association of farmers who have consolidated with the activity (which initially we supported with two hectares) now have 3, some have 5, some have up to 10 and they already have other production systems. We are working on the issue of associations with an Agrarian Cooperative ASCAH, made up of 70 cocoa farmers from the hamlets of the Huipoca population center, in the province of Padre Abad. ASCAH sold between 5 and 6 tons of cocoa to another agricultural cooperative, ACATPA, in the town of San Alejandro, which exports cacao to Europe and whose members have a longer history. We have another cooperative in San Juan Bautista that exports fine aroma cacao. We are trying to get more families to join. The model district is Irazola. We

are also segmenting the types of training according to the level of knowledge and skills of the farmers. (Officer at Pucallpa ZO)

“The most important achievement is that today a large number of producers already see the alternative crop with good eyes, they already see cocoa as a business opportunity, a chance to make a living. And this is the result of many years of work”. (Officer at Municipalidad Puerto Bermúdez).

“Before we had nothing, even though we had illicit crops. Now that DEVIDA is here, we are working calmly, and we have a little more money than before”. (Farmer Puerto Bermúdez, Oxapampa)

It is evident that some organizations have a higher degree of development in cooperatives and associations, which allows them access to financial benefits when they gain access to bank loans and market articulation and link to a variety of public and private actors to have better equipment and key inputs such as fertilizers or pesticides, as well as links in the processes of transformation and marketing of their products. It is worth mentioning at this point the women entrepreneurs that were interviewed in relation to the changes that they considered in their work.

“A cooperative is good, it is beneficial (...) when we were there, they always motivated us, that a cooperative is very good, it is very beneficial. For example, now with some members we have acquired fertilizer and loans through Agrobanco to be able to buy fertilizer and other things that are missing here.” (Leader in Constitución, Oxapampa).

“Associations are essential because we need to see how to improve the formation of chocolate associations because we are 20 people with different ideas, different problems, different ways of thinking, and different levels of study. Associations are essential to be able to intervene in the commercialization system.” (Leader of the Flor de Boquerón Association of Women Entrepreneurs, AMEFLOB)

FINDING 12. DEVIDA has provided producers with knowledge about growing alternative products and organizational development for associations and cooperatives.

DEVIDA and DEVIDA-PORI contribution for sustainability is related with the technical assistance provided, being the element most mentioned and highlighted by the actors and especially by the producers, since they have been provided with specialized growing, harvesting and post-harvesting technical knowledge, furthering improvement of production quantity and quality.

“They support us and teach us and that will stay with us.” (Tingo María OZ Producer Venenillo).

“The greater understanding that farmers have about technical specifications for coffee growing and harvesting has allowed them a greater commitment towards alternative crops (...) over one million seedlings have been planted, giving them economic

profitability, for years to come. There is a greater commitment thanks to that profitability” (Villa Rica Municipality Official).

“We have learned the organization, how to work as a team and sharing knowledge with other cooperative members.” (Tingo María OZ Cooperative Leader).

It is important to point out that this was also possible due to productive issues budget reallocation, as can be seen in the execution table based on PIRDAIS.

In table 7: The comparison of II semester physical and financial goals between PIA-PIM 2020-PP PIRDAIS analyzed how changes were planned to provide innovative alternatives and to be in line with living conditions of rural population, consequently allowing a sustainable projection in the Amazon area.

More precisely, the following table shows the successful execution of these changes. Firstly, the technical assistance package regarding sustainable alternative goods and services productive diversification stands out - cacao and coffee growing sanitary measures; secondly, technical assistance in the productive diversification of sustainable alternative goods and services – aquaculture, as well as beekeeping. Having created new activities for both producers and organizations (such as aquaculture, beekeeping, baking modules) facilitated greater sustainability and better combination of income among producers. Another important point is that aquaculture and beekeeping products are known by mestizos and indigenous people and, also contribute to improve environmental system management of rural Amazonian areas.

Table 9: PP 0072 PIRDAIS 2020. 5006184 Execution of physical and financial goals

PRODUCT / SIAF ACTIVITY / POI ACTIVITY	UNIT MEASURE	SECOND SEMESTER PHYSICAL GOALS			SECOND SEMESTER FINANCIAL GOALS		
		PROGRAMMED	EXECUTED	EXECUTION %	PROGRAMMED	EXECUTED	EXECUTION %
5006184. Technical assistance towards sustainable alternative goods and services productive diversification					40,033,753	30,060,082	75%
Cacao*	Family	10,101	10,019	99%	29,980,328	24,022,269	80%
Coffee*	Family	988	979	99%	3,247,965	2,981,904	92%
Cacao growing sanitary measures*	Family	1,057	1057	100%	2,900,000	1,511,336	52%
Cacao and Coffee growing sanitary measures*	Family	1,000	851	85%	1,500,000	1,054,609	70%
Aquaculture*	Family	370	370	100%	833,904	304,436	37%
Beekeeping*	Family	200	200	100%	1,571,556	185,528	12%

Note: All activities refer to alternative sustainable goods and services productive diversification technical assistance.

Source: TABLE No. 9-C, POI 2020 Evaluation and Implementation Report. As of Second Semester. DEVIDA. Modifications of budget resources. Physical and financial goals programming are drawn up based on the PIM.

This productive and quality improvement was achieved thanks to technical assistance and is not only related to higher income, but also to its quality. These incomes that are based on legality and formality, promote a greater commitment and confidence from the producers regarding alternative crops and the work that DEVIDA-PORI has been carrying out in the area. In this sense, it is notable that the beneficiary population is increasingly convinced about a new life alternative and the work that they have been carrying out.

“Neither do we make costs comparison (...) what we do mention is that living well means, apart from having a good income, is also living legally, with security and peace of mind for our families” (DEVIDA La Merced OZ Personnel).

“Before we had nothing, despite having illicit crops. Now that DEVIDA is here, we are working in peace, and we have a little more money than before”. (Puerto Bermúdez, Oxapampa Farmer).

"The most important achievement is that today, a large number of producers already see alternative crops with good eyes, they already see cacao as a business opportunity, an opportunity for a new life." (Puerto Bermúdez Municipality Official).

FINDING 13. DEVIDA-PORI along with other donors and subnational governments complementarity areas are limited.

The work carried out by DEVIDA-PORI is more focused on programmed activities and agreements are to complement actions within the micro sphere, that is, technical assistance activities for families, organizations, associations, neighborhood and community boards, as well as support in marketing and transportation of inputs or others; in those cases, actions are complemented with the support of local governments or USAID financed operators; but not as a coordinated policy from the macro levels, more so as an action to meet the needs of the work carried out in the intervention areas.

DEVIDA is perceived as an institution with limited leadership, due to public sector restrictions. There are few complementary activities with operators to improve production and better income objectives. In addition, its coordination and complementarity activities are limited, as mentioned in the previous paragraph, they are linked to them only for specific actions and not as something that leads to coordination and development of production, association, marketing and income improvement policies. There is little DEVIDA work with regional governments. The consequences of these limitations are evident, they carry out a job in terms of action, as the only actors linked to alternative development, not taking advantage of the multiple possibilities they may have to work in harmony with other donors and with regional governments, which would imply taking advantage of resources and capacities in the pursuit of improvements for the intervened families and development of their society.

“We have a cooperation agreement (with DEVIDA), more precisely, to work in the Monzón area, where we join forces to implement the coffee project, which they have also been developing there in the post-eradication zone” (Operator Alianza Café Official).

There is greater collaboration with the Operators in the intervention areas, where in practice activities are carried out that support producers and associations or cooperatives that produce legal products, mainly coffee and cacao. This collaboration is linked to productive, organizational techniques (associations and cooperatives) and access to markets.

“The work in regions is much more fluid than in Lima, I don't understand why, since there are common interests, ... At the regional level, support needs are complementary between the projects and there are not many people wanting to do this, and therefore, this is where we join efforts, we establish a joint productivity school, with people from the cooperative, from the DEVIDA project and DEVIDA technicians themselves; but at the central level, I feel that there is a lack of leadership” (USAID Partner)

“Within the Hermilio Valdizán district, there are producers with a processing plant who work with DEVIDA and we train them on financial issues. But, we do not have a joint program [DEVIDA-CRECE] to act among ourselves in a more planned way...” (CRECE Official)

DEVIDA's leadership for collaborative work with Operators and thus affirm, improve, expand support for beneficiaries and alternative development actions is very limited, since despite having cooperation agreements, DEVIDA does not propose a policy and work with them towards a more aggressive collaborative approach that allows achieving a greater impact on the objectives set.

“DEVIDA is the public sector institution that invests the most in cacao, ..., but it has little programmatic formulation and participates little in the sector's collaboration spaces, although its name is on the national technical board, but many times either DEVIDA doesn't participate or if it takes part, it doesn't have a leadership role” (USAID Partner)

HAS DEVIDA-PORI PROMOTED GENDER EQUALITY AND INCLUSION?

Summary of findings:

- *There is limited progress towards promoting institutionalization of gender equality policies and persisting gender issues unawareness with DEVIDA personnel.*
- *There is no evidence of indigenous groups, people with disabilities, afro Peruvians or LGBTIQ inclusion.*

FINDING 14. There is limited progress regarding the institutionalization of policies to promote gender equality and there is still a gender issues lack of knowledge among DEVIDA personnel.

Policy institutionalization progress

Within the framework of Act 28983, the Law on Equal Opportunities between Men and Women establishes that all public entities of the three levels of government play a role in promoting and guaranteeing equal opportunities between men and women, for which they have to adopt policies and specific institutional management measures. Within this framework, in 2017, DEVIDA established the Committee for Gender Equality (Executive Presidential Resolution 124-2017-DV-PE), which established an activity plan. As of October 2021, the Gender Committee became permanent and the Technical Secretariat was assumed by the Planning and Budget Office, which constitutes an opportunity to mainstream the planning and budgeting gender approach (Executive Presidential Resolution 119-2021-DV-PE).

Likewise, DEVIDA formulated the Gender Action Plan in 2019, but it was not approved because, although it was aligned with the National Gender Equality Policy, it was outdated when at the end of 2020, the National Policy against Drugs by 2030 was approved. The DEVIDA-PORI annual report lists activity “1.3.2 Implementation of the gender action plan” as “not executed” (PORI Annual Performance Report 2018-2022 January - December 2020. Page 7). In addition to the above, a 0 percent progress of spending allocated towards implementation was identified in 2020.

Some training planned in the framework of activity “1.3 Promote gender equity in access to and control of resources, services and decision-making, through actions with regard to women assuming active roles in cacao and coffee production and marketing” were also not executed due to the isolation and immobility measures decreed by the government due to COVID-19 (PORI Annual Performance Report 2018-2022 January - December 2020. Page 20).

As mentioned above, technical assistance aimed at women in the post-eradication field developed training events in which women participated, representing more than a third of the total. This percentage had a slight increase between 2019 and 2020, which went from 32.6 percent to 33.5 percent. In 2021, participation percentage of women was 36 percent (see the following table).

Table 10: Women's attendance at trainings 2019 - 2021 by department (in percentage)

DEPARTMENT	2019	2020	2021*
Huánuco	33.9%	34.5%	35.5%
Junín	0.0%	0.0%	0.0%
Pasco	35.4%	37.6%	42.0%
San Martín	29.6%	31.2%	36.0%
Ucayali	29.2%	29.3%	29.9%
Total	32.6%	33.5%	36.0%

Source: DEVIDA Database, Register of Productive Diversification, 2021

Note: * January to September

Other activities carried out aimed at women were support for bakeries and derivatives transformation that despite generating less income compared to growing and harvesting, they are activities that reaffirm gender roles.

Unawareness of gender issues. The assessment concluded that the Zonal Offices and municipalities personnel are unaware of gender issues and activities that may be being developed.

No, we don't know about the plan. We have not done any activity. They told us that it was going to be executed, but nothing was done due to the pandemic. (San Francisco OZ)

“I know that DEVIDA works on gender equity, but they haven't done it here. Nor about women. (Leoncio Prado, Rupa, Tingo María Local Government)

In the Zonal Offices, they identified the need for tools towards promoting gender approach, especially in vulnerable populations.

“...to be honest, we would need more material on this matter, despite the experience one has, because it is another reality in the field. Even the indigenous women have another more marked culture” (Pucallpa OZ)

Gender gaps. It should be noted that there are still gender gaps and male chauvinism persists in productive activities and the value chain in the intervention areas. Women are subordinated to producers and male leaders, who make decisions or control resources. The double role of women (reproductive and productive) subsists, which means that women do not have time available to participate in productive activities because they have to assume domestic tasks.

“Persisting machismo limits the participation of women. Men and women can both go to meetings, but women do not participate. (Pucallpa OZ)

“There are some husbands who do not want women to participate (in associations) because it takes time away from the household, from the children (...) sometimes the husbands do not want to support taking care of the children so that the women can go out and carry out their activities.” (Puerto Bermúdez, Oxapampa, La Merced Farmer).

On the other hand, interventions with indigenous women require the authorization of the community leader. In addition to the above, the actions carried out with women have focused on activities such as baking and derivatives transformation, which generate fewer resources compared to growing and harvesting. In addition, despite the fact that the interviewees recognize a greater participation of women in the organizations, nevertheless few cases that assume decision-making positions are identified.

“I think it is important to work on this issue, these skills and capability building in women, since there are not many who reach decision-making positions, such as management, for example (...) Women already have planting and harvesting knowledge, but they must move towards production and marketing (Villa Rica, La Merced Local Government).

“It is very important (the empowerment of women) because it is the trend in the world, it is the empowerment of women in an organization, even when one seeks international financing, the first thing they ask you is how many women are decision-makers and how many women are there. We are giving a lot of attention to and interest towards that, because we have to keep up with world trends” (Santa Rosa de Mishollo, Tarapoto Producer).

Within this framework, it is observed that the actions developed are aimed at women and there is a lack of strategies that involve men and women in general; therefore, the focus is not on gender equality but on empowerment and greater participation of women.

FINDING 15. There is no evidence of work to include indigenous groups, people with disabilities, Afro-Peruvians or LGBTIQ.

National Policy for the Mainstreaming of the Intercultural Approach (approved by Executive Order 003-2015-MC dated October 27, 2015) aims to “orient, articulate and establish the State mechanisms of

action in order to guarantee the exercise of rights of the culturally diverse population of the country, particularly the indigenous peoples and the Afro-Peruvian population. It promotes a State that recognizes the cultural diversity innate in our society, operates with cultural relevance and thus contributes to social inclusion, national integration and the elimination of discrimination” (article 2) and its application is mandatory for all sectors and institutions of the state and all levels of government. Therefore, DEVIDA has the obligation to implement this policy.

However, the evaluation did not show an indigenous groups inclusion work promoted by DEVIDA-PORI, not even in the DEVIDA of Tingo María and Tarapoto Zonal Offices, in whose geographical areas indigenous communities are found. In the DEVIDA Zonal Offices of La Merced, Pucallpa and San Francisco, there is work with indigenous communities; however, the interventions do not have a specific intercultural strategy or approach and tools to work with this type of population. In other words, DEVIDA approaches and works with them in the same way that it does with the rest of the beneficiary population.

The assessment team was able to identify some isolated work initiatives in the La Merced Zonal Office, such as the preparation of Life Plans, which incorporate the worldview of these groups and the translation and interpretation of work material in Ashanika and Yanesha.

“We have incorporated an intercultural worldview as something new because when we go to a CCNN (Native Community) we consider its culture and therefore, the new matter was Life Plans from this year with the FID. Also, communal undertakings with the resources of the community itself (Codo, Pozuzo and Pucallpa OZ). We have a brief manual to elaborate Life Plans.” (Pucallpa OZ Official)

“There was a differentiated communication work for native communities and for settlers, in Ashanika and Yanesha.” (La Merced OZ Official)

With regard to other vulnerable groups, DEVIDA does not have specific work strategies for the inclusion of people with disabilities and LGTBIQ population, and DEVIDA-PORI did not implement them. Despite the fact that the National Human Rights Plan 2018-2021 (approved by Ministerial Resolution 0290-2019-JUS) is in force, which contains Strategic Guideline No. 3: Design and implementation of policies in favor of special protection groups, including Afro-Peruvian and LGTBI populations.

It should be noted that the Disability Multisectoral National Policy for Development by 2030 is effective (approved by June 5, 2021 Executive Order 007-2021-MIMP) whose mandate is obligatory for all three levels of government public entities, but whose approval was given outside the period of this study.

In general, it was shown that both the DEVIDA Zonal Office teams and local government officials have no knowledge about the situation, demands or problems of people with disabilities, Afro-Peruvians and LGTBIQ in the intervention areas.

“In our associations I have not been able to find any. We do not have that type of organizations (LGTB, Disabled, Afro-Descendants).” (San Francisco OZ)

“We have not carried out direct activities concerning LGTBIQ” (Pucallpa OZ)

OTHER FINDINGS

FINDING 16. The theory of change in DEVIDA-PORI has some weaknesses and risks to achieve the objectives and requires clarification.

As mentioned in the Context section of this document, the intervention's theory of change turns out to be complex because it is embedded in the problem of global coca production and demand. It is framed in the management of DEVIDA and in particular in the PIRDAIS, actors whose scope of management and intervention is broader than the PORI.

DEVIDA-PORI's theory of change has objectives aimed at generating changes in the family (and organizations, neighborhood associations and indigenous communities, particularly in women), in DEVIDA and in the GLs to achieve the Purpose. Development and management changes are intended for two territorial actors: families and GL. In the case of DEVIDA, the intervention is aimed at internal management changes for the national work with the other key actors. Thus, its differentiated processes are also means to achieve the other objectives. In this way, the intervention is aimed at three levels that are different but supplementary and essential for the purpose. It is noteworthy that in this theory of change, an effort was made to include indicators.

The logical chain is consistent when it comes to seeking changes in families and strengthening DEVIDA. The GL-oriented goal is only mentioned as “technical assistance”, therefore it is part of the processes and therefore weakens the logical chain. Consequently, their contribution in achieving the Purpose is weak.

At the indicators level, greater consistency is observed in the chain of products and the impact to be achieved with families. It has an impact indicator related to the products, such as the family income indicator. In addition, this indicator is included in the FID proposal, as it is a complementary task to products to be achieved. However, the indicator of reduction in the coca growing area is general and depends on other contextual factors and not handled by the direct management of DEVIDA-PORI or FID. In any case, it is important to include the assumptions that exist in order to achieve change. These assumptions must specify the actors that can contribute to the plausibility and dynamism to focus on the achievement and thus also include a precise impact indicator and that its specificity implies having to prioritize some areas of work over others, thus avoiding dispersion of the actions or the lack of financial resources.

In the case of products related to DEVIDA, it is related to changes to be achieved in the population, but it does not have a more precise product indicator in the management of DEVIDA (corresponding to the second process) such as the intersectoral action of key sectors that DEVIDA requires.

On the topic of GLs, they have an adequate product indicator on the perception they should have of GORE's work. The technical assistance indicator is actually an input and it is a target. Therefore, it requires raising its quality (levels/type prioritization of areas or strategic technical assistance projects in the municipalities, among others). In addition, in these cases they are more related to PIRDAIS and FID, respectively.

In this sense, we do not have these proxy type indicators and therefore determine their plausibility with the other instances. In addition, it requires having an adequate budgetary input by prioritized regions or areas where you can have a direct reference to these indicators.

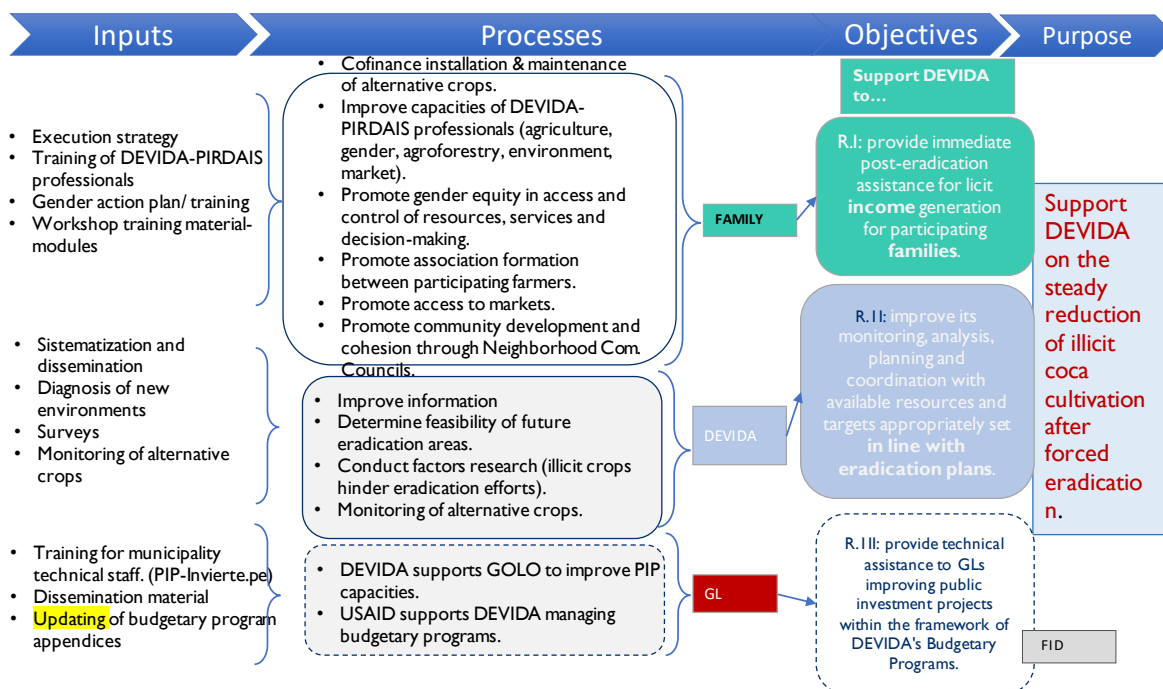
The theory of change lacks the assumptions or risks that the different levels of causal logic have in order to achieve the planned objectives. This implies specifying external actors and indicators to monitor and can contribute or pose a high risk to the project.

Keep in mind that the process of developing a theory of change requires both knowledge of the macro context, the analysis of actors and stakeholders -or actors' context-; and the organizational context. The latter will make it possible to determine the capability of DEVIDA as a public organization to use resources with the aim of triggering certain processes and actions, which depends on certain factors such as leadership capability, administrative capacities, and others such as technical, communicational, among others.

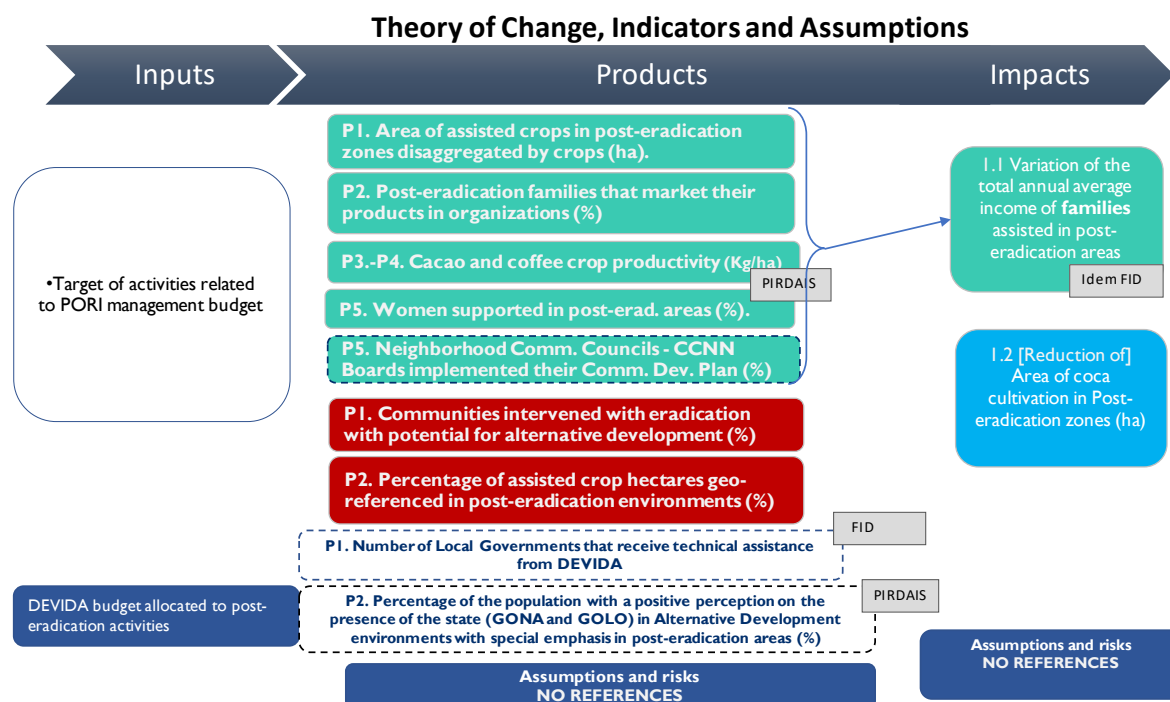
The following graphs present the theory of change according to the documents reviewed and based on interviews, configuring pressures in the different processes and objectives.

Graph 20: DEVIDA-PORI Theory of Change

Theory of Change (PORI 2018-2022)



Graph 21: DEVIDA-PORI Theory of Change and Indicators

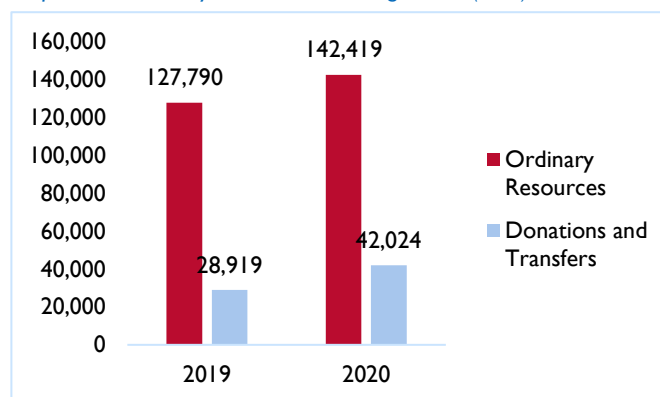


Source: PORI Indicators agreed in 2021 (last version)

FINDING 17. In 2020, less progress was made in the execution of the budget expenditure of transfers and donations, including USAID’s contribution, due to limitations imposed by the pandemic.

Graph 22: PIRDAIS by 2019-2020 Funding Source (soles)

Graph 22 shows the total budget allocated to PIRDAIS for the years 2019 and 2020. As can be seen, a greater amount than in the previous year was allocated in 2020, both from the budget coming from public resources as well as donations and transfers. The source of donations includes USAID’s contribution to PORI, within the framework of PIRDAIS.



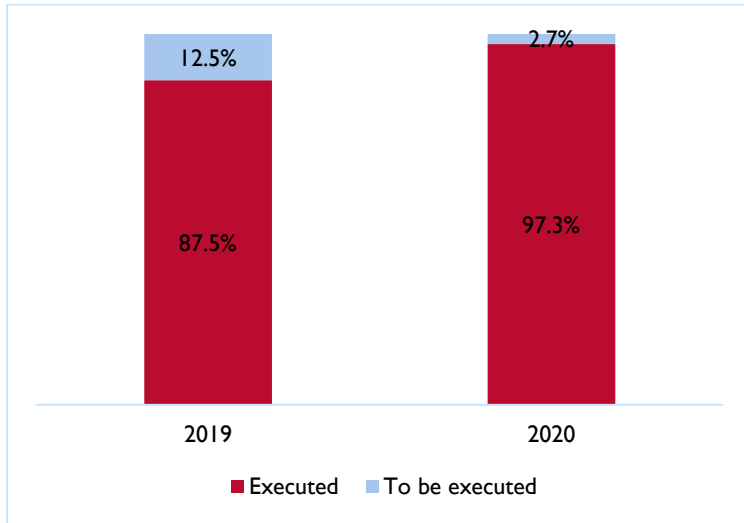
Source: MEF, 2021. Own preparation.

In 2019, 82 percent of the budget corresponded to ordinary resources and 18 percent came from donations and transfers. In 2020, these percentages varied: 77 percent of the total budget corresponded to ordinary resources, which meant a decrease in the budget from this source. While in 2020 the

percentage of the budget for donations and transfers reached 23 percent, a higher percentage than in 2019.

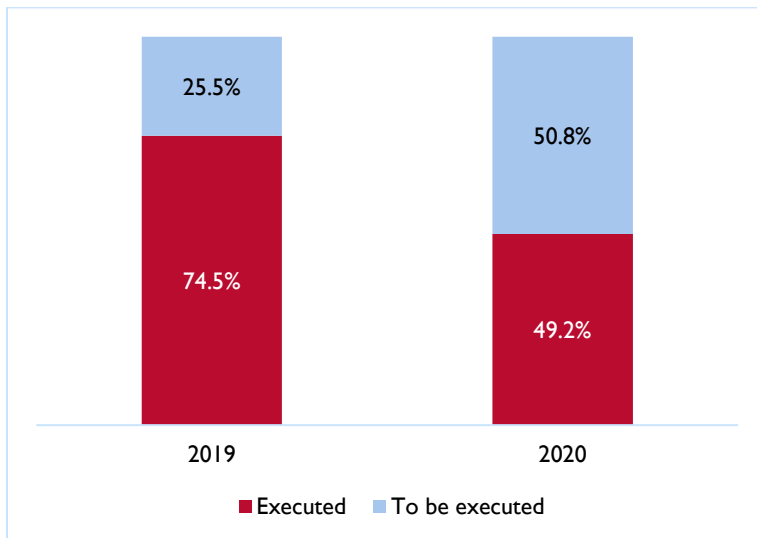
In 2019, the percentage of budget execution concerning ordinary resources was 87.5 percent, which improved in 2020 where 97.3 percent was executed (Graph 23). In the case of budget execution corresponding to transfers and donations, it is evident that in 2020 the execution decreased compared to 2019, going from 74.5 percent to 49.2 percent, as can be seen in Graph 24.

Graph 23: Degree of 2019-2020 Transfers and Donations Execution



Source: MEF, 2021. Own preparation.

Graph 24: Degree of 2019-2020 Transfers and Donations Execution



Source: MEF, 2021. Own preparation.

The reasons for the delay in budget execution respond to various situations in each of the Field Offices. In the following Table, which shows the budget and its execution per Field Offices, it can be seen that the greatest difficulties occurred in Pucallpa, La Merced, Iquitos, and San Juan del Oro.

In Pucallpa, no payments were made for services, analysis and interpretation of macro and micronutrients in soil samples, nor for national and local land and river transportation of fertilizers. There was also a delay in supplier compliance. 300 new hectares of cacao cultivation were not grafted. There was a delay in the process of purchasing goods and the payment of cacao plots in La Merced. Iquitos had problems purchasing goods and services, which may be due to the remoteness of the place. There were delays in San Juan del Oro concerning the purchase of fertilizers, pruning shears, and the purchase of pineapple suckers. There was a delay in Tingo María in contracting the land and river transport service for collection, transfer and distribution of goods. The acquisition of 360 two-handed pruning shears and the purchase of cacao foliar fertilizer was missing. In Tarapoto, in addition to the problem of purchasing scissors and wood for modules, there were no payments to suppliers.

Table 11: Degree of execution in Field Offices as of 2020, as of December (soles)

ZONAL OFFICE	PROGRAMMED BUDGET	EXECUTED BUDGET	PROGRESS PERCENTAGE
Tarapoto	3,649,634.00	2,600,004.00	71.24%
Tingo María	3,426,092.00	2,690,979.00	78.54%
Pucallpa	3,373,730.00	2,354,492.00	69.79%
La Merced	3,412,194.00	2,372,682.00	69.54%
Iquitos	275,000.00	105,048.00	38.20%
San Juan del Oro	836,019.00	323,942.00	38.74%
Total	14,972,669.00	10,447,147.00	69.77%

Source: PIRDAIS 2020 Report.

Likewise, in the interviews carried out in the assessment, some of the situations indicated were confirmed and, in addition, the field teams recognized that they had a limited management capacity due to COVID, which limited expenses and purchases.

LESSONS LEARNED AND BEST PRACTICES

LESSONS LEARNED

1. **The ongoing accompaniment by specialists and extension agents to farmers was a key tool to establish a bond of trust and strengthen their commitment to alternative crops.** The ongoing monitoring and accompaniment by specialists and extension agents from the Zonal Offices made it possible to learn about the needs and characteristics of the producer families and their relationship to the environment in which the activity is carried out. The presence of the specialists in the field and communication with the producers and families reinforced confidence in the work and sustainability of the intervention.
2. **The selection of limited territories in the regions was key to achieve better technical assistance with productivity results, despite the vulnerability of the people and the difficult environmental conditions in the intervention areas.** The selection of producers with less degraded land allowed improvements in the production of alternative crops with the training and technical assistance provided. However, yield limits and the need for greater environmental care and management were present. The villagers show significant resilience and the ability to take on challenges to face changes and better living conditions with the cultivation of cacao and coffee, but vulnerability (social, economic, lack of infrastructure, security and scarcity of basic services) is a condition that limits the expansion of licit crops to meet the needs of the population. In the current intervention areas there are producers on land degraded by previous coca cultivation and they face difficulties to improve their production; therefore, they are candidates for future comprehensive strategies of technical support in alternative development.
3. **The strategy of promoting community association for greater market access was key to achieving greater competitiveness and improved household incomes.** The organization of producers in associations and cooperatives involved a more complex weaving of agreements, rules, developed plans establishing new forms of management in tasks and clear division of labor, thus promoting the added value of the production chain and the benefits thereof. In addition, this strategy is an important point in social and economic development, as it reinforces trust among the villagers in community work, thus collectively solving the community's problems.
4. **Citizen participation activities generate trust, which will allow for a greater consolidation of alternative development.** The activities developed by DEVIDA with the integration of the population, neighborhood councils and associations through the improvement of artistic, sports and social skills, the identification of neighborhood needs, social support, access to government services and their prioritization in PIPs promoted by the local government for local development, generate confidence that the alternative proposed for alternative development is possible to achieve a dignified way of life.
5. **The proposed Local and Regional Development Plans and their Institutional Operational Plans show weaknesses in anticipating the impact of illicit crops on the social and economic development of post-eradication areas;** The lack of a plan to address the presence of coca within most local and regional governments is an important opportunity for DEVIDA's intervention in post-eradication areas, as it is a key player in strengthening the management of subnational bodies to complement the plans, objectives and activities for the DAIS. Development Plans make it possible to establish goals and actions for which subnational governments are responsible in the fight for DAIS and thus include

budgets to turn them into reality. Subnational government actions with the work developed by DEVIDA foster synergies to unify criteria and joint action.

6. **The partnerships generated between DEVIDA and USAID's strategic partners in the financial field improve the productivity and quality of cacao and coffee products** and will benefit the beneficiaries of DEVIDA's intervention.
7. **The participation of women in alternative development facilitates the integration of families and the community in the planned actions**, promoting the development of a participatory and comprehensive project.
8. **The empowerment of women contextualized in the different cultural and linguistic environments of each intervention area facilitates DEVIDA's work towards their integration with the DAIS.**
9. **When working with native communities, it is essential to know the hierarchical structure and its organization** because it will facilitate coordination and the implementation of actions within the framework of DAIS. Communities bring their members together through various cultural, kinship, linguistic and economic ties. There is a leader or leaders with whom dialogue is required to coordinate decisions and actions involving the communities.

BEST PRACTICES

1. **Technical assistance by specialists and extension agents on the plots of land and by technical teams to the organizations promote a virtuous circle to generate improvements in production and income.** Direct, face-to-face assistance generates a virtuous circle: greater social ties, more knowledge, more trust, greater production and income. The active presence of the technical teams of the Zonal Offices for technical assistance to producers with field demonstration sessions and according to production and association needs is highly valued by most of the families in the intervention areas because it generates greater knowledge and trust. This form of work is a good alternative to generate income and have a better quality of life.
2. **Community tasks as a strategy for community cohesion.** Community tasks were an activity carried out by extension agents and specialists from DEVIDA's Zonal Offices and consisted of organizing technical assistance sessions in the field by choosing a plot of land belonging to one of the participating producers. This strategy served two purposes: it was a learning space for farmers where specialists transferred knowledge and techniques in a practical and concrete way and, at the same time, it was a space where cohesion among community members was promoted, since participants supported each other in the maintenance of the work plots.
3. **Internships carried out in the La Merced and Pucallpa ZOs to promote trust and commitment to DEVIDA's work.** The internships were a learning strategy implemented by DEVIDA's Zonal Offices. They consisted in taking groups of farmers to nearby communities to get to know closely producer organizations engaged in alternative crops. This activity had a significant impact, especially in the case of women farmers, because not only were they able to see that it was possible to organize themselves and generate income from a legal activity, but also that it was possible to reconcile productive work with reproductive work in the home.
4. **Productive diversification by small producers to cover basic food needs and sustainably expand incomes.** Local producers had basic experience in crop diversification in the Amazon. The pandemic provided an opportunity to progressively expand these experiences with the support of DEVIDA and USAID. The diversification implemented was, on the one hand, with non-agricultural crops such as aquaculture and beekeeping that can easily be adapted in indigenous and non-indigenous family lands. On the other hand, there was diversification with agricultural crops such as fruit trees that

were added to coffee or cacao cultivation and, in other cases, included forestry crops. This makes it possible to overcome the practice of monoculture among Andean migrants who settle in order to obtain food and income. For indigenous families, it means expanding their livelihood system, which uses agroforestry and fishing. Another important aspect of this good practice is that it allows reflecting the requirements of the area of sustainable family farming, and it will also allow the expansion of crops up to 20 hectares with proper environmental management, it will not degrade the soil by crop rotation with a circular economy cycle. It would also allow the reinforcement of buffer zones between indigenous people in favor of conservation areas. Consequently, it will provide greater sustainability to small family farmers.

5. **The environmental care approach in technical assistance to producers.** The environmental care and conservation approach is embedded in the technical assistance provided by DEVIDA to farmers and is aimed at improving the quality of soil that was degraded by coca, agricultural and non-agricultural activities of productive diversification. An example of this is the installation of agroforestry systems. This environmental prospect opens up other market opportunities because it makes it possible to showcase products with this management for the trade that demands it. It also represents a collaboration with the municipalities in the development of environmental management plans included in the PIP proposals.
6. **Monitoring used in the intervention and in the PIRDAIS.** Intervention monitoring is a bulwark for management and sustainability, and the existence of a monitoring system in PIRDAIS that includes DEVIDA-PORI is a good practice within the public sector. The monitoring system makes it possible to identify activities, products or services, resources and beneficiaries, and to examine compliance with goals and budgets. Although it still has limitations for the management of the Zonal Offices, it is a valuable tool for management at the central level.
7. **The annual evaluation of PIRDAIS and the DEVIDA-PORI intervention.** It is a good practice to evaluate and monitor the intervention, even more so when it is carried out by independent entities outside DEVIDA because it prevents interpretation biases. This good practice is important for the management of PIRDAIS and DEVIDA-PORI because it is possible to observe, measure and analyze in detail and in a disaggregated manner indicators and their components, as well as to attribute impacts and know the perceptions about the DAIS and the welfare of those involved. Likewise, the continuity in the methodology applied since 2012 (questionnaires and powerful statistical samples) makes it possible to examine the behavior of the indicators over time and make evaluations attributable to the intervention.

Conclusions

<p>Conclusion 1</p> <p>DEVIDA - PORI failed to achieve the sustained reduction of illicit crops in the evaluation period (July 2018 - March 2021): the goal was to reduce from 2,491 hectares in 2017 to 1,590 in 2020, but, on the contrary, illicit crops in DEVIDA-PORI area increased to 2,653 in 2020. This is due to different external factors such as the “balloon effect”, since in the face of forced eradication, farmers move between areas and grow coca to cover their family income; compounded by internal factors such as the political uncertainty experienced by the country and covering the evaluation period which affected the national economy and employment. This situation was aggravated by the COVID-19 pandemic.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 1
<p>Conclusion 2</p> <p>The improvement in household incomes in the intervention zone (post-eradication) may be ascribed to the intervention. There are differences in income between the intervention population (between 2018 and 2020 there was an increase of 9.6 percent in the average annual income of families) and the population not intervened by PIRDAIS (in the same period there was a decrease of 1.5 percent in the average annual income of families).</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 2
<p>Conclusion 3</p> <p>The improvement in the generation of licit income is due to the fulfillment of the goals set, such as the increase in the area of assisted crops (52 percent increase between 2017 and 2020), productivity, community involvement and commercialization, in addition to the diversification of production due to the pandemic.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 2 • Finding 3 • Finding 9
<p>Conclusion 4</p> <p>The improvement in productivity (yields) per hectare of cacao and coffee is an achievement attributable to DEVIDA-PORI technical assistance because it had lower levels of production compared to non-intervention areas, derived from technical conditions (smaller land size, pests, conditions and limitations of degradation of land previously used for coca cultivation). The intervention has been effective in improving the quality and quantity of products (the productive yield of cacao increased by 36 percent in the intervention area, while in the non-intervention area it decreased by 10.2 percent, while coffee yields increased by 64 percent in the intervention zone and 30 percent in the non-intervention zone).</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 3

<p>Conclusion 5</p> <p>Improvements in the monitoring and evaluation system were made possible by leveraging DEVIDA's previous experience. The software was improved and the system was enhanced to obtain real-time information that is being used for decision making at the central level, a process that is not yet observed in the Zonal Offices.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 4
<p>Conclusion 6</p> <p>DEVIDA-PORI is not credited with the greater or better public investment in local governments; however, the technical assistance provided by DEVIDA with its own resources and with the support of the FID led to improvements in public investment due to a greater number of public investment projects generated in local governments.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 5
<p>Conclusion 7</p> <p>The main limitation faced by DEVIDA-PORI in achieving its objectives was the pandemic and its consequences on the economy, such as the six-month lockdown, which did not allow face-to-face technical assistance with beneficiaries, the limitations (prohibitions) of the Government for acquisitions and when they were allowed, they resulted in a bottleneck, since the entire Peruvian and world economy had been at a standstill, limiting the provision of minor equipment and supplies.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 6 • Finding 17
<p>Conclusion 8</p> <p>A second limitation to the implementation of DEVIDA - PORI is the inadequate planning for the timely flow of funds according to the agricultural calendar.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 7
<p>Conclusion 9</p> <p>The limited presence of the State in the areas of intervention of DEVIDA-PORI is a major limitation for the development of the activity, since sectors such as education, health, agriculture, production and others, have isolated actions in the areas of intervention of DEVIDA-PORI and DEVIDA, which are overwhelmed by the needs of the population.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 8
<p>Conclusion 10</p> <p>DEVIDA-PORI and DEVIDA have significant articulation and coordination at the micro level, with families and local governments; however, the articulation and coordination of DEVIDA-PORI and DEVIDA is weak at the meso and macro levels, for example, with government sectors (agriculture, production, housing and others) and Neighborhood Community Councils with other USAID operators.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 3 • Finding 8 • Finding 13

<p>Conclusion 11</p> <p>A success factor of the intervention was the quick adaptation of DEVIDA's managers to face the limitations imposed by the pandemic, which allowed planning for productive diversification, which was possible because it took advantage of the existence of natural resources in the area, community development and environmental work, all of which allowed the improvement of the beneficiaries' income.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 9
<p>Conclusion 12</p> <p>The sustainability of DEVIDA-PORI's results is based, among other aspects, on the trust it has generated in the beneficiaries, built through the presence of specialists and extension agents in the plots, in the development of the Community Neighborhood Councils and producer organizations, through productive technical assistance and social development, with results expressed in the improvement of their income.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 11
<p>Conclusion 13</p> <p>The knowledge gained from technical assistance and assumed by producers, Community Neighborhood Councils and producer organizations, when valued by the beneficiaries, will become a factor of change and development for alternative production; however, sustainability is still weak due to the context and vulnerability existing in the intervention areas, which represent challenges that go beyond the productive intervention.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 12
<p>Conclusion 14</p> <p>The complementarity to achieve the objectives of the intervention was low due to the limited leadership of DEVIDA, the lack of interest in integrating other public sectors and the absence of a more active and integrated work with private sector actors working in alternative development.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 13
<p>Conclusion 15</p> <p>The limited progress in the promotion of gender equality in the intervention zones is related to the lack of elaboration and approval of a strategy articulated with the Gender Equality Plan and the National Anti-Drug Policy, as well as the continued lack of knowledge on the subject. Progress has been made with respect to the role of women in agricultural productive activities and within organizations; however, this does not directly correlate with the actions proposed by DEVIDA-PORI.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 14

<p>Conclusion 16</p> <p>No intercultural strategy or tools have been implemented to include native communities in the intervention areas; they are not excluded, but the same methodology is used as with the remaining beneficiaries. With respect to the population with disabilities, Afro-Peruvians and LGBTIQ, their inclusion has not been promoted because they have not been identified in the intervention areas.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 10 • Finding 15
<p>Conclusion 17</p> <p>The design of DEVIDA-PORI does not take into account the adverse socioeconomic context and the risks involved in expanding the area of licit crops, which generates dependence on inputs and minor equipment provided to families. It is a design flaw to expect families to enter licit crops in a framework of coexistence and greater profitability of coca production.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 16
<p>Conclusion 18</p> <p>DEVIDA-PORI's theory of change is complex because it is inserted in the problem of global coca production and demand, which implies taking into account the stakeholders involved and the levels of influence of external stakeholders, as well as development and management changes in territorial stakeholders and an institutional stakeholder, which are located at three different levels. The logical chain in local governments is the weakest.</p>	<p>Related findings</p> <ul style="list-style-type: none"> • Finding 16

Recommendations

FOR DEVIDA

1. In order to strengthen the improvement of cacao and coffee productivity, the following is recommended:
 - a. Adapt the management procedures and deadlines of the cooperating source to the product portfolio of the PP PIRDAIS, which are based on the agricultural calendar and not on the Peruvian fiscal year, in order to ensure the timely delivery of inputs, tools and equipment, which guarantees the fulfillment of the planned objectives.
 - b. Strengthen supervision instruments and standardize technical assistance instruments in the different links of the value chain of the different production chains (beekeeping, aquaculture, coffee, etc.) promoted by DEVIDA.
 - c. We recommend creating a “fund” or setting aside sufficient funds to support the start-up of agricultural campaigns.
 - d. Promote and accompany the community processes until they are consolidated, supplementing the actions of PIRDAIS and FID.
2. Regarding monitoring systems, the following is recommended:
 - a. Strengthen the information collection process in the field to minimize measurement errors and improve reporting and analysis systems. To this end, a Directive should be proposed to incorporate and detail the procedures and manuals for data collection and reporting, including the need for continuous training in data collection, report issuance and analysis in real time in each Zonal Office.
 - b. Coordinate among DEVIDA units to learn from the information collected, encouraging the use of SIMDEV information.
 - c. Implement a publicly accessible website information module aimed at internal and external clients, which provides information and indicators of the results of DAIS activities at the territorial level.
 - d. Strengthen the capacity to analyze relevant information for the management of the Zonal Office teams, promoting decentralized and timely decision making.
3. Regarding Local Governments:
 - a. Consider the inclusion and definition of activities that seek improvements in investment in Local Governments through public investment projects in the DAIS territories, considering their own characteristics, taking advantage of the capacities of the Zonal Offices' teams and thus obtaining greater resources for activities financed by DEVIDA and other sources such as Multiannual Investment Programming (PMI) and sectoral programs.
 - b. Emphasize the GLs in consideration of criteria: (i) DEVIDA's strategy, potential to reduce gaps based on resource management, (iii) population capacities and participation, (iv) GL capacities in proposal management in post-eradication areas to expand state resources and, (v) capacity for democratic work and transparency with the public.
4. Regarding articulation in the face of the scarce presence of the state:

- a. DEVIDA must take on its role as articulator in the field, based on the National Anti-Drug Policy. In this regard, it is vital to liaise with the Regional Governments within the framework of the Concerted Regional Development Plans, which are linked with the sectors to contribute to comprehensive development, as well as with other actors such as the private sector.
 - b. Intersectoral coordination is important because interventions require specialization in the environmental, agricultural, and environmental health fields, among others; as well as to supplement resources for sustainable development work.
5. Systematize the experiences developed for the implementation of DAIS activities during the COVID-19 pandemic in order to derive lessons learned that serve as input to improve the methodologies and operational designs of the activities.
6. Expand the portfolio of activities executed with DEVIDA-PORI to consider productive diversification in direct execution activities, including agricultural and non-agricultural productive economic activities (fish farming, beekeeping, oil palm, camu camu, fariña, ginger, avocado, among others), taking into consideration the potential of the territory where the activities of the PIRDAIS Budget Program are developed, fostering food security and strengthening local markets.
7. The following is recommended to strengthen sustainability:
 - a. Implement actions in the technical assistance and supervision processes, which strengthen the trust built with the DAIS population (families, organizations), based on transparency of management and information; as well as in the improvement of enabling conditions for the exercise of its role in DEVIDA's direct collaborators.
 - b. Develop actions that facilitate the monitoring of DEVIDA's intervention population within the framework of DEVIDA-PORI once the intervention has been completed, in order to identify possible long-term effects that could have an impact on DEVIDA-PORI's sustainability.
8. For the promotion of gender equality and vulnerable populations, the following is recommended:
 - a. Design and approve the Gender Action Plan articulated with the National Policy on Gender Equality and the National Anti-Drug Policy.
 - b. Incorporate in DEVIDA's plans and activities guidelines to implement the National Human Rights Plan to include vulnerable populations.
 - c. Formalize, approve and disseminate the tools developed within the framework of incorporating gender and intercultural approaches in DEVIDA with the teams of the Zonal Offices. Likewise, design new specific tools for the incorporation of the gender and interculturality approach for productive activities directly executed by DEVIDA within the framework of the PP PIRDAIS.
 - d. Strengthen the capacities of Zonal Office teams, officials and professionals in municipalities to implement actions aimed at gender equality.
 - e. Develop specific strategies for intervention in indigenous communities.
 - f. Include producer associations, neighborhood councils and boards of directors of indigenous communities in activities aimed at gender equality.
 - g. Develop indicators to measure progress in gender equality, interculturalism and social inclusion.

FOR DEVIDA AND USAID

9. Improve coordination processes between DEVIDA and USAID, so that PORI resources can be executed in a timely manner by DEVIDA. This is to respond effectively to the PP PIRDAIS product portfolio, which is based on the agricultural calendar and not the tax year. This will ensure the timely delivery of inputs, tools and equipment, which will guarantee compliance with the planned objectives.
10. Regarding budget execution:
 - a. We recommend identifying the administrative processes, which show delays in the authorization of donation resources management and developing improvements in time and processes management to address donation transfers to the OZs.
 - b. We recommend DEVIDA to have contingency plans and reserve funds in case of disasters, adverse effects or high-risk disasters, to ensure continuity in the provision of support to families.
11. To improve coordination at the DEVIDA-PORI intervention level, strengthen coordination between DEVIDA, the Zonal Offices and other USAID-supported projects, exchanging information and lessons learned in order to contribute to the achievement of objectives in the DAIS and sustainability areas.
12. Analyze and redefine DEVIDA-PORI's theory of change taking into account the National Anti-Drug Policy:
 - a. Redefine the purpose of the PORI and update the objective, aligning it with Strategic Objective I of the National Anti-Drug Policy, so that they respond to the true effect that DEVIDA-PORI should produce, which is “to improve the socioeconomic situation of the DAIS population (families and organizations) present in areas of illegal coca leaf cultivation.”
 - b. The community involvement work not only involves promoting, but also supporting its consolidation in correlation or complementarity with the work of FID and PIRDAIS in order to achieve the objectives and purpose. In this work, identifying indigenous families requires targeted intervention.
 - c. The work process with GL is likely to be achieved if resources are allocated in a timely manner and with territorial intervention criteria, concentrating efforts.
 - d. With DEVIDA, it is important to strengthen intersectoral or multisectoral work in the process, as well as the articulated intervention of the different levels of the State to achieve the objectives.
 - e. Mainstreaming gender in the operationalization of the processes with the three stakeholders (DEVIDA, local government, communities and families) with appropriate indicators.
 - f. Identify and specify impact, product and process indicators for the different stakeholders (DEVIDA, GL, JVC). With GL, it will be important to establish proxy indicators on the perception of the population that demands services and the answers achieved with the GL. Other indicators may also be proposed considering gap closing and the Institutional Capacity Index -ICI- of the FID. In DEVIDA, identify cross-sectoral indicators in the regions in relation to the support required by the

GLs for their PIP projects, particularly the Ministries of Environment and Agricultural Development.

- g. Include the assumptions or risks that the different levels of the causal logic have for achieving the planned objectives, which involves specifying external actors and indicators to be monitored and may contribute to a high risk to the project.

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APPENDICES

APPENDIX A: EVALUATION TEAM

ASSESSMENT TEAM

César Sanabria Montañez, team leader

Jorge Noriega Dávila, Senior consultant, assessment specialist

Irene Cristóbal Ponce, Consultant in qualitative methodology and gender equality

Mayra Guzmán Zea, Specialist consultant on gender and inequality issues

Carlos Pure, Support in statistics and database analysis

Susana Guevara, Assessment and Inclusion Specialist, USAID MELS Project, technical supervision

QUALIFICATIONS AND EXPERIENCE OF THE ASSESSMENT TEAM

César Sanabria Montañez. Economist, Master in Economics from Universidad Nacional Mayor de San Marcos. He has over 25 years of experience in research on social programs and policies issues. He is a researcher qualified by CONCYTEC and a member of the Economic Research Institute of Universidad Nacional Mayor de San Marcos. Teacher at undergraduate and postgraduate level in public and private universities in the country.

Jorge Noriega Dávila. Sociologist, with a Master's degree in Management and Organization for development from Pontificia Universidad Católica del Perú. Consultant with more than 35 years as an expert in impact assessment and project and program planning design. He participated in more than 300 national assessments requested by international cooperation agencies or public entities.

Irene Cristóbal Ponce. Social communicator and anthropologist, with a Master's degree in Social Policy and a Doctorate in Social Sciences, specializing in Anthropology, from Universidad Nacional Mayor de San Marcos. She has over 15 years of work experience applying qualitative and quantitative participatory methodologies for assessment of social projects of the State, national and international non-governmental organizations.

Mayra Zea Guzmán. Sociologist with experience in managing projects on the prevention of gender violence and sexual diversity; in the design and application of qualitative methodologies for research and assessment.

Carlos Pure. Electronic engineer specializing in applied statistics, quantitative methods, sampling, Diploma of Specialization in Applied Statistics at Universidad Católica. Experience in the construction of database indicators for Household Surveys (ENAHO), Demography and Health (ENDES). He currently works as Coordinator of the processing and consistency area of the ENDES 2008-2021 survey, at the National Institute of Statistics and Informatics (INEI).

Susana Guevara, technical supervision. Sociologist, master's degree in evaluation of public policies from Universidad de Sevilla, Spain, and social management from Pontificia Universidad Católica del Perú. She has more than 25 years of experience in the design of programs and projects, the development of monitoring and assessment systems, the design and implementation of baselines, process and impact evaluations, applying quantitative and qualitative methods. She has experience in health, human rights, childhood, gender and vulnerable populations.

APPENDIX B: CONCEPT NOTE



PERFORMANCE EVALUATION OF THE INTERVENTIONS WITH DEVIDA: PORI AND FID

CONCEPT NOTE

APRIL 29, 2021

BACKGROUND

Alternative Development Program USAID for the period 2020-2025 proposes the following objective: "Peru expands economic and social development in post-eradication regions to sustain coca reduction". Within this framework, USAID supports the development of two activities aimed at strengthening the governing authority of the National Policy and Strategy for the Fight Against Drugs of the National Commission for Development and Life without Drugs - DEVIDA:

The **"Multiannual Operational Plan for Institutional Strengthening of DEVIDA (2018-2022)"** (PORI) whose purpose is to help DEVIDA sustain the reduction of illicit coca production after forced eradication. It has three objectives:

- Objective 1: Support DEVIDA to provide immediate post - eradication assistance that results in licit income generation for participating families.
- Objective 2: Support DEVIDA in improving its monitoring, analysis, planning and coordination so that resources are available, and targets are appropriately set and in line with eradication plans.
- Objective 3: Support DEVIDA to provide technical assistance to local governments so that public investment projects improve within the framework of DEVIDA's Budgetary Programs.

PORI is jointly managed and administered by DEVIDA and USAID. The execution period is between July 9, 2018 and December 31, 2022. The areas of intervention are the regions of Huánuco, San Martín, Ucayali, and Pasco. As of 2020, the regions of Junín (Río Tambo, Mazamari and Pangoa), Loreto and Puno were also considered. The activity indicators are found in Annex A).

The **"Institutional Strengthening for DEVIDA (FID)"** activity, whose purpose is to strengthen DEVIDA's capacity so that thousands of families in recently eradicated communities receive assistance in an efficient and timely manner. Consider three objectives:

- Outcome 1: DEVIDA more effectively facilitates State presence and delivers post – eradication assistance.
- Outcome 2: Communities organized to define, advocate for, and implement social and economic development priorities.
- Outcome 3: National and sub-national governments better respond to the demand for services and facilitate the conditions for local economic development in targeted areas.

The activity is implemented by Chemonics International Inc. Targets are planned jointly by USAID, DEVIDA and the implementer. It lasts for five years, from October 2018 to October 2023. The scope of intervention is Ucayali, Huánuco, Pasco, San Martín, and Junín. In Annex B are the indicators.

PURPOSE EVALUATION

The purpose of performance evaluation of activities “Multiannual Operational Plan for Institutional Strengthening of DEVIDA (2018-2022)” and “Institutional Strengthening of DEVIDA (FID)” is to assess the progress made in the institutional strengthening of DEVIDA, analyzing the effectiveness, sustainability and orientation towards the impacts of the developed interventions (this means, whether the interventions are aimed to contribute significantly to the desired impacts).

SCOPE OF EVALUATION

The evaluation will use the Appreciative Inquiry approach which focuses on strengths rather than weaknesses, quite different from many evaluation approaches that focus on gaps and problems⁵.

The evaluation will apply the [contribution analysis approach](#)⁶ which allows exploring the contributions of the interventions in obtaining the results. It checks the theory of change and analyzes the factors that influence the results.

It will use a mixed methodology (quantitative and qualitative methods) to obtain relevant information about the achievements, the improvements that can be implemented in the future, the lessons learned and the successful experiences.

The PORI analysis period is from July 2018 to the first quarter of 2021 and in the case of the FID analysis period it covers October 2018 to the first quarter of 2021. The geographical areas that will be taken into account for the evaluation are Lima (DEVIDA's location) and the regions of Huánuco, San Martín, Ucayali, Pasco and Junín that are common to both activities. The UE VRAEM will be considered for the comparative analysis of the results achieved between the aforementioned areas and this one.

EVALUATION QUESTIONS

The key evaluation questions will answer are the following:

QUESTIONS	SUB QUESTIONS
1. To what extent is PORI achieving the stated objectives?	1.1 Has the technical assistance provided to families by DEVIDA achieved the expected achievements? 1.2 Was the information and research generated by DEVIDA in the expected time, useful and of quality for decision-making at the national level and in the intervention areas? 1.3 Did the technical assistance provided by DEVIDA to local governments mean greater and better public investment aligned with the needs and priorities of the population? 1.4 What were the main limitations or challenges that PORI faced during implementation and what were the key success factors?

⁵ Hallie Preskill and Tessie Tzavaras Catsambas (2006). Reframing Evaluation Through Appreciative Inquiry. See [here](#)

⁶ BetterEvaluation. See [here](#)

QUESTIONS	SUB QUESTIONS
	1.5 How has the COVID-19 pandemic impacted on the implementation of activities?
	1.6 Have unforeseen results been achieved in the initial design of the activity?
2. To what extent is FID achieving the stated objectives?	2.1 Have the processes supported by FID (planning, monitoring, procurement, human resources) generated changes in DEVIDA's institutional performance at the national level and in the areas of intervention?
	2.2 What are the advances in strengthening DEVIDA's coordinating and articulating role for the design and implementation of policies and intervention models for comprehensive and sustainable alternative development in the country and at the local level?
	2.3 What are the advances in strengthening the capacities of local governments for the greater offer of services and the generation of local development conditions?
	2.4 What have been the main limitations or challenges that FID has faced during implementation and what are the key success factors?
	2.5 How has the COVID-19 pandemic impacted on the implementation of activities and achievement of goals?
	2.6 Have unforeseen results been achieved in the initial design of the activity?
3. To what extent are PORI and FID generating sustainable changes in the final beneficiaries?	3.1 Is there evidence that PORI and FID have generated individual changes, community and institutional?
	3.2 Has PORI contributed to the achievements made?
	3.3 Has FID contributed to the achievements made?
	3.4 Have PORI and FID established lines of complementarity and synergies with interventions from other donors and the public budget?
	3.5 Can sustainability factors be identified for the results obtained?
4. Have PORI and FID promoted gender equality and inclusion?	4.1 To what extent is the empowerment of women promoted in productive, commercial, financial, political and community participation activities?
	4.2 Have PORI and FID promoted the inclusion of vulnerable groups (indigenous, people with disabilities, Afro-Peruvians, LGBTIQ)?
5. What lessons learned can be identified from the implementation of both activities?	
6. What good practices can be identified to replicate or expand them in other areas?	

METHODOLOGY

Evaluation requires information that leads to a deep understanding of the situation to answer the evaluation questions. The methodology should include a mixed methods approach, with both quantitative and qualitative data analysis, primary and secondary.

The conclusions that emerge from the evaluation should be strongly linked to the evaluation findings and the recommendations will be prepared jointly with the interested parties. The latter will be disaggregated according to the actors participating in the projects.

Due to the COVID-19 pandemic and government measures to prevent its spread, this assessment will be carried out virtually (videoconferences by Skype, Zoom, Meet, phone calls or video calls by WhatsApp).

The proposed techniques are the following:

- *Desk review* such as quarterly reports, monitoring and evaluation plan, studies carried out, related literature produced by other institutions and secondary information.
- *Online survey* of professionals, technicians and DEVIDA officials from Lima, regions, and the local level. There is a survey applied in 2016 on DEVIDA's institutional strengthening needs that can be used to compare progress.
- *Statistical analysis* of databases of surveys applied by DEVIDA to communities and families to compare the situation of 2018 and 2020.
- *In-depth interviews* with key stakeholders: DEVIDA officials at the national, regional, and local level, regional and local government authorities, community leaders.
- *Focus groups* with the management and technical team of PORI de Lima and zonal offices, farmers, leaders of farmer groups, organizations, among others.
- *Participatory workshops*: a) the beginning of the evaluation to identify the successful cases to deepen the FID, b) for the analysis of the findings and the co-creation of recommendations of the FID project and c) for the analysis of findings and co-creation of DEVIDA project recommendations.

Ethical considerations must be considered when collecting primary data, especially with vulnerable groups.

DELIVERABLES AND WORKPLAN

Deliverable	Activities	Tentative dates
1. Workplan	<ul style="list-style-type: none"> • Documentation review • Participation in kickoff meeting with USAID and implementers • Preparation of a work plan that includes data collection tools, field work strategy and an updated schedule 	Week 3 of the start of the contract
2. Preliminary report	<ul style="list-style-type: none"> • Carry out pilot test of data collection instruments • Collection, processing and analysis of primary and secondary, quantitative and qualitative data • Participatory workshop to identify successful cases to deepen FID • Process and analyze the data • Identify preliminary findings • Presentation of initial PORI evaluation findings with USAID in PPT 	

Deliverable	Activities	Tentative dates
	<ul style="list-style-type: none"> • Presentation of initial FID evaluation findings with USAID in PPT • Participate in a workshop to present findings and co-create recommendations with FID • Delivery of preliminary report in Spanish of PORI evaluation • Delivery of preliminary report in Spanish of FID evaluation 	<p>Week 9 of the start of the contract</p> <p>Week 10 of the contract started</p> <p>Week 12 of the start of the contract</p> <p>Week 12 of the start of the contract</p> <p>Week 16 of the start of the contract</p>
3. Final report	<ul style="list-style-type: none"> • Delivery of the final PORI evaluation report in Spanish • Delivery of the final FID evaluation report in Spanish 	<p>Week 14 of the start of the contract</p> <p>Week 18 of the start of the contract</p>
4. Evaluation dissemination	<ul style="list-style-type: none"> • Presentation of initial PORI evaluation findings with USAID in PPT • Presentation of initial FID evaluation findings with USAID in PPT 	<p>Week 16 of the start of the contract</p> <p>Week 20 of the start of the contract</p>
5. Conclusions consolidation report	<ul style="list-style-type: none"> • Prepare a document that analyzes and consolidates the conclusions of the PORI and FID evaluations 	<p>Week 24 of the start of the contract</p>

PROFILE EVALUATION TEAM

The minimum equipment to carry out the evaluation is the following:

POSITION	ROLE	PROFILE
Principal evaluator	Leads the team, designs the evaluation methodology, organizes data collection, conducts interviews, focus groups and surveys, conducts analyze, writes reports, facilitates participatory analysis workshops and co-creation of recommendations. Ensures that the work plan is implemented according to deadlines.	<ul style="list-style-type: none"> • Master's degree or Doctorate in economics, social sciences, political sciences, or other areas related to the evaluation topics. • Specialization in the planning and evaluation of policies or programs and projects. • Minimum 10 years of experience leading evaluations or as a principal evaluator. • Experience in developing intervention evaluations in complex settings. • Experience in the use of mixed methods in evaluation: design of data collection instruments,

POSITION	ROLE	PROFILE
		<p>supervision of field personnel, data analysis and preparation of evaluation reports.</p> <ul style="list-style-type: none"> ● Experience in facilitating participatory evaluation processes. ● Experience of evaluation processes in virtual contexts. ● Experience in writing evaluation reports. ● Excellent interpersonal relationships ● Advanced English (speak, read and write)
Mid-level evaluator	Supports the design of the methodology, organizes and performs data collection (survey, interviews or focus groups), analyzes secondary information, processes primary data, supports in the writing of reports and supports participatory analysis workshops and co-creation of recommendations.	<ul style="list-style-type: none"> ● Bachelor's or master's degree in economics, social sciences, political sciences, or other areas related to the evaluation topics. ● Specialization in the planning and evaluation of policies or programs and projects. ● Minimum 6 years of experience in the development of evaluations of interventions in complex settings. ● Experience in the use of mixed methods in evaluation: design of data collection instruments, supervision of field personnel, data analysis and preparation of evaluation reports. ● Experience of evaluation processes in virtual contexts and management of virtual platforms. ● Experience in writing evaluation reports. ● Experience in facilitating workshops ● Excellent interpersonal relationships ● English at professional level (reading and writing)
Rural development specialist	Supports the design of the methodology from his specialty, performs data collection (interviews or focus groups), analyzes secondary information, provides inputs for the reports.	<ul style="list-style-type: none"> ● Bachelor or master's degree in economics, social sciences, or agricultural sciences. ● At least 6 years of work experience in rural development or alternative development ● Experience in the use of mixed evaluation methods (data collection, processing, and analysis). ● Work experience in virtual contexts. ● Experience in writing evaluation reports.
Public management specialist	Supports the design of the methodology from his specialty, performs data collection (interviews or focus groups), analyzes secondary information, provides inputs for the reports.	<ul style="list-style-type: none"> ● Bachelor or master's degree in economics, social sciences, or political sciences. ● Specialization in public management ● At least 6 years of experience working with public sector entities, including local governments. ● Experience in the use of mixed evaluation methods (data collection, processing and analysis). ● Work experience in virtual contexts and management of virtual platforms. ● Experience in writing evaluation reports
Junior evaluator	Supports data collection, organizes interviews, supports organization of workshops.	<ul style="list-style-type: none"> ● Bachelor of political science, social sciences or other areas related to the study. ● At least 3 years of experience as a researcher or junior evaluator. ● Experience in the collection and processing of data, preferably in the virtual environment

APPENDIX C: PORI OBJECTIVES AND INDICATORS

Indicador	Línea de base (año)		2019	2020	2021	2022	TOTAL
Propósito: Apoyar a DEVIDA en la reducción sostenida de cultivos ilícitos de coca, después de erradicación forzada. Purpose: Help DEVIDA sustain the reduction of illicit coca production after forced eradication.							
Superficie de cultivos de coca en zonas de post-erradicación (ha) <i>Hectarage of coca cultivation in post-eradication areas (ha)</i> Alto Huallaga, Pichis-Palcazu-Pachitea, Aguaytia	2017 (UNODC)	2,492	1,994	1,595	1,276	1,021	1,021
Variación del Ingreso promedio anual total en familias atendidas en áreas de post-erradicación (%) <i>Average annual income variation among participating families in post-eradication areas (%)</i>	2016	13.0	15,3	18.1	21.4	25.2	25.2
Objetivo 1. Apoyar a DEVIDA para que brinde asistencia inmediata en post-erradicación que conduzca a la generación lícita de ingresos de las familias participantes. Objective 1: Support DEVIDA to provide immediate post - eradication assistance that results in licit income generation for participating families.							
Superficie de cultivos asistidos en ámbitos de post-erradicación desagregado por cultivo (ha). Las cifras anuales son acumulativas <i>Hectarage of assisted crops in post-eradication areas, disaggregated by crop (ha)</i>	2017 (SIMDEV)	12,639.0	13,286	13,950	14,618	15,380	15,380
Familias de post-erradicación que comercializan sus productos a través de organizaciones (%) <i>Post-eradication families that sell their products through farmer groups (%)</i>	2017	5.40%	6.75%	8.44%	10.55%	13.18%	13.18%
Productividad del cultivo de cacao (Kg/ha) <i>Productivity of cacao crops (Kg/ha)</i>	2017	508.3	559	615	677	744	744
Productividad del cultivo de café (Kg/ha) <i>Productivity of coffee crops (Kg/ha)</i>	2017	522.3	575	632	695	765	765
Mujeres capacitadas en técnicas productivas (%) Las cifras anuales son acumulativas. <i>Participant women trained on agricultural techniques (%)</i> <i>Cumulative annual figures.</i>	2017	31%	31%	32%	33%	34%	34%
Juntas Vecinales Comunales o Juntas Directivas de Comunidades Nativas que implementaron su Plan de Desarrollo Comunal (%) <i>Community Councils that have implemented their Community Development Plan (%)</i>	2017	69%	72%	75%	75%	75%	75%
Objetivo 2. Apoyar a DEVIDA en mejorar su monitoreo, análisis, planificación y articulación para que los recursos estén disponibles, y las metas estén establecidas apropiadamente y de una manera alineada con los planes de erradicación. Objective 2: Support DEVIDA in improving its monitoring, analysis, planning and coordination so that resources are available, and targets are appropriately set							

and in line with eradication plans.							
Comunidades intervenidas con erradicación. con potencial para desarrollo alternativo (%) <i>Communities both eradicated and participating in post-eradication activities that have the potential to succeed in Alternative Development (%)</i>	2017	50%	60%	60%	60%	60%	60%
Porcentaje de las hectáreas de cultivos asistidos georeferenciadas en ámbitos de post-erradicación (%) <i>Percentage of assisted hectares of crops that have been georeferenced (%)</i>	2017	91%	93%	95%	98%	100%	100%
Objetivo 3: Apoyar a DEVIDA a brindar asistencia técnica a los Gobiernos Locales para mejorar los proyectos de inversión pública en el marco de los Programas Presupuestales de DEVIDA. Objective 3: Support DEVIDA to provide technical assistance to local governments so that public investment projects improve within the framework of DEVIDA's Budgetary Programs.							
Porcentaje de la población con una percepción positiva sobre la presencia del estado (Gobierno Nacional y Gobiernos Locales) en ámbitos de Desarrollo Alternativo con especial énfasis en zonas de post-erradicación (%) <i>Percentage population with a positive perception of State presence in Alternative Development areas and particularly in post-eradication zones</i>	2017	SD	10	15	20	20	20
Número de Gobiernos Locales que reciben asistencia técnica por parte de DEVIDA <i>Number of Local Governments that receive technical/ assistance from DEVIDA</i>	2017	18	18	18	18	18	18

APPENDIX D: FID OBJECTIVES AND INDICATORS

N°	Indicador	Resultado medido por el indicador	Origen del indicador	Nivel del indicador	Unidad de medida	Frecuencia de reporte	Línea de Base		Metas por Año Fiscal					Meta Acumulada
							Año	Valor	2019	2020	2021	2022	2023	
Propósito: Mejora de inversión pública y de ingresos en los hogares en las zonas objetivo														
Purpose: Improved public investment and household incomes in targeted areas														
1.1	Cantidad de inversión pública ejecutada en las zonas objetivo del FID <i>Amount of public investment executed in FID targeted areas</i>	Mejora de la ejecución de la inversión pública del gobierno en el territorio (distritos) del ámbito de acción del FID.	Contrato	Impacto	Millones de dólares	Anual	2018	\$231	\$58	\$123	\$200	\$270	\$300	\$300
1.2	Cambio (reducción) en al menos una brecha en el acceso a servicios públicos (agua, saneamiento, electricidad, caminos, etc.) en municipios asistidos <i>Change (reduction) in at least one gap in access to public services (water, sanitation, electricity, roads, etc.) in assisted municipalities.</i>	Reducción de la brecha de acceso a un servicio público en el territorio de cada gobierno local	Contrato	Impacto	TBD	Bianual	2018	TBD	N/A	N/A	TBD	N/A	TBD	TBD
1.3	Variación porcentual del ingreso promedio anual de las familias objetivo en las zonas en post-	Incremento del ingreso anual de las familias en ámbito post-erradicación	Contrato	Impacto	Variación porcentual	Bianual	2018	11%	0%	10%	N/A	20%	N/A	20%

N°	Indicador	Resultado medido por el indicador	Origen del indicador	Nivel del indicador	Unidad de medida	Frecuencia de reporte	Línea de Base		Metas por Año Fiscal					Meta Acumulada
							Año	Valor	2019	2020	2021	2022	2023	
	erradicación <i>Percentage change in average annual income of target households in post-eradication areas</i>													
Resultados de DEVIDA DEVIDA Results														
ID.1	Número de nuevas familias beneficiadas por actividades de post-erradicación en las zonas objetivo <i>Number of new households benefited by post-eradication activities in targeted areas</i>	Incremento de nuevas familias beneficiadas por post-erradicación	Contrato	Resultado de DEVIDA	Número de nuevas familias	Anual	2018	1,453	1,000	1,500	1,750	2,250	2,500	9,000
ID.2	Número de nuevas hectáreas de cultivos alternativos instalados <i>Number of new hectares of alternative crops installed</i>	Incremento de nuevas hectáreas de cultivos alternativos instalados	Contrato	Resultado de DEVIDA	Número de nuevas hectáreas	Anual	2018	4,169	TBD	6,000	6,000	6,000	6,000	24,000
Resultado 1: DEVIDA facilita la presencia del Estado de manera más eficaz y brinda asistencia post-erradicación Outcome 1: DEVIDA more effectively facilitates State presence and delivers post-eradication assistance														
R1.1	Porcentaje de avance del nivel de ejecución del Plan Anual de Contrataciones - PAC de DEVIDA <i>Percentage of progress in level of</i>	Mejora de las capacidades institucionales de DEVIDA para ejecutar el Plan Anual de Contrataciones.	Contrato (modificado)	Resultado	Porcentaje	Anual	2018	51.55%	15%	60%	65%	70%	75%	75%

N°	Indicador	Resultado medido por el indicador	Origen del indicador	Nivel del indicador	Unidad de medida	Frecuencia de reporte	Línea de Base		Metas por Año Fiscal					Meta Acumulada
							Año	Valor	2019	2020	2021	2022	2023	
	<i>execution of DEVIDA's Annual Procurement Plan (PAC)</i>													
R1.2	Número de políticas, planes e instrumentos de gestión de DEVIDA que incorporan los enfoques de género e Interculturalidad <i>Number of DEVIDA policies, plans, and management instruments that incorporate a gender and intercultural approach</i>	Instrumentos de gestión de DEVIDA con enfoques de género e interculturalidad formulados.	Contrato (modificado)	Resultado	Número de instrumentos	Anual	N/A	N/A	0	1	2	3	4	10
R1.3	Número de organizaciones comunitarias que gestionan iniciativas para acceder a fondos públicos y privados para el desarrollo <i>Number of community organizations managing initiatives to access public and private development funds</i>	Mayor cantidad de organizaciones comunitarias que acceden a fondos públicos y privados orientados al desarrollo comunitario / productivo.	Contrato (modificado)	Resultado	Número de organizaciones comunitarias	Anual	N/A	N/A	0	40	60	70	80	80
Resultado 2: Comunidades organizadas para definir, abogar por e implementar prioridades de desarrollo social y económico Outcome 2: Communities organized to define, advocate for, and implement social and economic development priorities														

N°	Indicador	Resultado medido por el indicador	Origen del indicador	Nivel del indicador	Unidad de medida	Frecuencia de reporte	Línea de Base		Metas por Año Fiscal					Meta Acumulada
							Año	Valor	2019	2020	2021	2022	2023	
R.2.1	Valor de los fondos por tipo, asegurados para organizaciones comunitarias <i>Value of funds by type, secured for community organizations</i>	Incremento de recursos económicos asegurados para iniciativas de desarrollo comunitarias.	Contrato	Resultado	Millones de dólares	Anual	N/A	N/A	0	\$1.5	\$3.0	\$5.5	\$5.0	\$15
R.2.2	Porcentaje de organizaciones del ámbito del proyecto que mejoran su Índice de Capital Social <i>Percentage of post-eradication organizations that improve their social capital index</i>	Mejora de la capacidad de gestión interna y externa de las organizaciones comunitarias	Contrato	Resultado	Porcentaje de organizaciones	Bianual	N/A	N/A	N/A	N/A	20%	N/A	50%	50%
Resultado 3: Los gobiernos nacionales y subnacionales responden mejor a la demanda de servicios y facilitan las condiciones para el desarrollo económico local en las zonas objetivo Outcome 3: National and sub-national governments better respond to the demand for services and facilitate the conditions for local economic development in targeted areas														
R.3.1	Porcentaje de gobiernos locales apoyados por el proyecto que mejoran su Índice de Capacidad Institucional <i>Percentage of local governments supported by the project that improve their institutional capacity index</i>	Mejora de la capacidad de gestión institucional de los gobiernos locales	Contrato (modificado)	Resultado	Porcentaje de gobiernos locales	Anual	N/A	N/A	N/A	25%	50%	70%	N/A	70%

N°	Indicador	Resultado medido por el indicador	Origen del indicador	Nivel del indicador	Unidad de medida	Frecuencia de reporte	Línea de Base		Metas por Año Fiscal					Meta Acumulada
							Año	Valor	2019	2020	2021	2022	2023	
R.3.2	Valor de fondos captados por los gobiernos locales como resultado de la intervención del proyecto <i>Value of funds raised by local governments as a result of project intervention</i>	Incremento de cantidad de fondos presupuestales gestionados por los gobiernos locales	Contrato	Resultado	Millones de dólares	Anual	N/A	N/A	\$0	\$2	\$6	\$7	\$5	\$20

APPENDIX E: DATA COLLECTION INSTRUMENTS

INTERVIEW GUIDE TO DEVIDA OFFICIALS AND TECHNICIANS (Central Level)

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (FID). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

I. IDENTIFICATION DATA

1. What position do you hold in this institution? What are your specific roles?
2. How long have you been in this position?

II. PARTICIPATION IN DEVIDA

3. How long have you been working at DEVIDA? o In what period or periods did you participate in DEVIDA - PORI? How do you participate?

Goal achievement

4. In your opinion, is USAID's support to DEVIDA for post-eradication technical assistance to farmers managing to generate legal income for farmers? Please tell me the reasons for your answer.
5. Did the reports and studies on the intervention of DEVIDA with the support of PORI - USAID generate information in the expected time? Were they useful and of quality for decision-making at the national level and in the areas of intervention? Do you share information collected with Regional Governments and Local Governments?
6. Has the information collected and analyzed made it possible to choose the most viable communities to be intervened? Does the methodology and experience applied in Padre Abad work? What would be the strengths of this methodology? How can the methodology be improved?
7. What information was the most relevant and contributed the most to the expected achievements of the activities (PORI)?
8. What are the strengths of DEVIDA's training program for professionals and technicians for intervention through PORI? Does the technical assistance provided by DEVIDA to local governments mean greater and better public investment aligned with the needs and priorities of the population? Do you coordinate the type of technical assistance that DEVIDA provides with Local Governments? Do you consider that the coordination channels for technical assistance to GLs are the most appropriate? What strengths do you find in the GLs so that the assistance can be more impactful?

9. What do you consider to be the main limitations for the implementation of DEVIDA - PORI? How have you resolved these limitations? What actions were successfully carried out to overcome the limitations of technical assistance? How do you think these limitations could be overcome?
10. How has the COVID-19 pandemic impacted the implementation of PORI activities? How have you dealt with these impacts? What actions developed in the face of the pandemic could be improved?

Generation of sustainable changes in the beneficiaries.

11. Do you have evidence that PORI has generated individual, community and institutional changes? Could you elaborate on such evidences?
12. Of the technical assistance provided by PORI (DEVIDA) which ones have been most welcomed by the population? Which have had the greatest impact? And in the objectives of seeking legal income?
13. In addition to the support for farmers to attend events to promote their products and access markets, did they have limitations and desired results? What activities do you consider necessary to improve access to markets? What other activities do you consider would be necessary so that the alternative products can have greater commercialization?
14. What have been the main actions developed to achieve community development and social cohesion? What important results have they had? Limitations?
15. Taking as reference the original design of DEVIDA – PORI, were there unforeseen and favorable achievements in the technical assistance provided to the population? Tell me about it.
16. From your perspective, what are the most important achievements of DEVIDA's intervention through PORI activities? Which ones are more sustainable?
17. What would be the strengths of the DEVIDA (PORI) intervention?
18. Has PORI contributed to the achievements of DEVIDA? What aspects are the most important that have favored the achievements? How did these aspects contribute to the achievements? (Explore synergies, networking and articulation, duplication of functions or complementarity)
19. What could be adjusted or changed in the PORI strategy to achieve greater success in DEVIDA's objectives?

Promotion of gender equality and inclusion

20. What do you think about the empowerment of women? ¿Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
21. Do you consider that PORI's activities have fostered the empowerment of women in the economic and social activities promoted by DEVIDA? How have they achieved this?
22. What do you think about the inclusion of women in the intervention of DEVIDA, from PORI? Does this make the intervention more complex? Why?
23. Has PORI promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? How have you achieved this?

Lessons learned

24. Could you tell me what lessons you can identify from the DEVIDA intervention with the PORI activities?
25. What things would you change, do better or could improve?

III. PARTICIPATION IN THE FID

26. Since when do you participate in the FID?, In what period/periods did you participate in the FID? How do you participate/did you participate?

Goal Achievement

27. Were you part of the review of the DEVIDA Management Instruments? of what instruments? How did you participate?
28. What was the specific support provided by USAID in this activity?
29. Do you consider that USAID's support was relevant in the revision of these instruments? What do you think were its main contributions? What were the main difficulties or limitations?
30. Were you part of the strengthening of DEVIDA's monitoring and assessment system? How did you participate?
31. What was the specific support provided by USAID in this activity?
32. Do you consider that USAID's support was relevant in the revision of these instruments? What do you think were its main contributions? What were the main difficulties or limitations?
33. Were you part of the strengthening of DEVIDA's public procurement system? How did you participate?
34. How has the monitoring and assessment work been carried out? Elaborate on mechanisms and systems.
35. What was the specific support provided by USAID in this activity?
36. Do you consider that USAID's support was relevant in the revision of these instruments? What do you think were its main contributions? What were the main difficulties or limitations?
37. How has the COVID-19 pandemic impacted the implementation of the activities? How have you dealt with these impacts? What actions developed in the face of the pandemic could improve?

Generation of sustainable changes in the beneficiaries

38. What do you consider to be the changes and positive aspects achieved in the communities?
39. Do you have evidence that FID has generated individual, community and institutional changes? Could you elaborate on such evidences?
40. Do you think that these changes can be sustainable over time?
41. What actors or allies or conditions would be needed for them to be sustainable?
42. Taking the original design of the FID as a reference, were there unforeseen and favorable achievements in the technical assistance provided to the population?
43. From your perspective, what are the most important achievements of DEVIDA's intervention through FID activities? Which ones are more sustainable?
44. What would be the strengths of the DEVIDA (FID) intervention?
45. Has FID contributed to the achievements of DEVIDA? What aspects are the most important that have favored the achievements? How did these aspects contribute to the achievements? (Explore synergies, networking and articulation, duplication of functions or complementarity).
46. What could be adjusted or changed in the FID strategy to achieve greater success in DEVIDA's objectives?

Promotion of gender equality and inclusion

47. What do you think about the empowerment of women? ¿Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
48. Does this make the intervention more complex? Why?
49. Do you consider that the activities of DEVIDA from the FID have promoted the empowerment and decision-making of women producers from the communities in economic and social activities?
50. What do you consider have been the most important actions carried out? Could you identify which populations and/or in which areas?
51. What limitations have you seen and how have you overcome them?

52. What do you know about the Gender Plan carried out in 2019 by DEVIDA? Was it implemented? Yes? No? Why?
53. Do you think that the activities carried out by DEVIDA from the FID in the communities have promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? How have you achieved this?

Lessons learned

54. Could you tell me what lessons you can identify from the DEVIDA from the FID?
55. What things would you change, do better or could improve?

Thank you for your participation.

INTERVIEW GUIDE FOR CHEMONICS - FID OFFICIALS

Dear Sir/Madam, my name is (...). I am working for EnCompass/MELS and we are carrying out a study on the activities developed in the **MULTI-ANNUAL OPERATIONAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI)**. This study focuses on the achievements obtained, the changes generated and the promotion of gender equality and inclusion. Therefore, it will be important to know your thoughts on the matter. Your answers, opinions and ideas are very important for the task that we are carrying out.

I want you to feel free to express what you think, even if other people don't think the same. If you don't agree with what is being discussed, please let us know. Also, if you do not want to answer a question you are not obliged to do so. I inform you that the interview will last approximately between 60 and 90 minutes.

I also want to inform you that your responses will remain confidential. No one outside of this group will find out what you said. The study team will take notes during the interview. However, since we cannot take note of everything, we would like to record this meeting. We will keep all files protected and all recordings will be destroyed at the end of the study.

We remind you that all the information you provide will be strictly confidential and will be used only for study purposes, respecting your right to confidentiality. In addition, it will be destroyed after analyzing it. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Finally, I assure you that there are no major risks regarding your participation in this interview, and the information you provide us will help improve the strategies and activities developed by DEVIDA, which will lead to a higher level of development in the targeted areas.

Before we start, I would like to ask you to give me your **informed consent** to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

I. IDENTIFICATION DATA

1. What position do you hold in this institution? What are your specific roles?
2. How long have you been in this position?
3. What do you know about the FID? How is it implemented? How does it complement other activities carried out by DEVIDA concerning alternative development?

Theory of change

4. Was the target population what was planned at the beginning of the intervention or did it change over time? How did that target population change and why?
5. Of the results that were planned to be achieved, which do you think will be achieved and which will not?
6. Are there results that were not planned and yet you believe they will be achieved?
7. Of the allies you initially considered for joint work, which ones were you unable to work with? Which ones were included?

8. Do you consider that the assumptions that were initially formulated for the project are maintained or have they changed?
9. Are the services currently delivered to the beneficiary population the same as those planned at the beginning of the project or have they changed?

Goal Achievement

10. Regarding the review of management instruments: What do you think were its main contributions? What were the main difficulties or limitations?
11. Were you part of the strengthening of DEVIDA's monitoring and assessment system carried out by the FID? How did you participate?
12. What was the specific support provided by FID in this activity? Do you consider that FID's support was relevant in the revision of these instruments? What do you think were its main contributions? What were the main difficulties or limitations?
13. Were you part of the strengthening of DEVIDA's public procurement system promoted by FID? How did you participate?
14. What was the specific support provided by FID in this activity?
15. Do you consider that FID's support was relevant in this strengthening? What do you think were its main contributions? What were the main difficulties or limitations?
16. What do you think of FID's support to DEVIDA for the strengthening of the coordinating and articulating role for the design and implementation of policies and intervention models for comprehensive and sustainable alternative development in the country and at the local level? Why?
17. What is the progress made in strengthening the capacities of local governments for a greater offer of services? What evidence do you have about it?
18. Do you consider that FID has achieved the generation of local development conditions? Why? What are these conditions or aspects of local development? What evidence do you have about it?
19. How has the COVID-19 pandemic impacted the implementation of the activities? How have you dealt with these impacts? What actions developed in the face of the pandemic could improve?

Generation of sustainable changes in the beneficiaries

20. What do you consider to be the changes and positive aspects achieved in the communities by the FID?
21. Do you have evidence that FID has generated individual, community and institutional changes? Could you elaborate on such evidences?
22. Do you think that these changes can be sustainable over time? Why?
23. What actors or allies or conditions would be needed for them to be sustainable?
24. What would be the strengths of FID's intervention?
25. Has FID contributed to the achievements of DEVIDA? What aspects are the most important that have favored the achievements? How did these aspects contribute to the achievements? (Explore synergies, networking and articulation, duplication of functions or complementarity).

Promotion of gender equality and inclusion

26. What do you think about the empowerment of women? Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
27. Do you consider that FID's activities have fostered the empowerment of women in the economic and social activities promoted by DEVIDA? How have they achieved this?

28. What do you think about the inclusion of women in DEVIDA's intervention, from the FID? Does this make the intervention more complex? Why? What about decision-making processes and management positions?
29. Has FID promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? How have you achieved this?

Lessons learned

30. Could you tell me what lessons you can identify from FID's intervention?
31. What things would you change, do better or could improve?

Best practices

32. Comment on the successful cases to be considered as best practices (generation, innovation, recognition, escalation). Indicate which would be the most recognized. Why?

How can these actions be replicated or carried out in other areas and/or with other organizations?

Thank you for your participation.

INTERVIEW GUIDE FOR OFFICERS FROM ZONAL OFFICES - DEVIDA

(Note: at the beginning, check that you are a member from the DEVIDA (PORI) or FID team so as to specify the question when necessary)

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (**FID**). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

I. IDENTIFICATION DATA

1. What are your specific duties for your position?
2. How long have you been in this position?

II. PARTICIPATION IN DEVIDA/FID

Goal Achievement

3. How was coordination managed by the implementation team of the activity with you and with the specialists of the Zonal Office under your responsibility?
4. Do you consider that the technical assistance provided by DEVIDA to local governments has been useful for producers and the community?
5. How? What about associative, productive, commercial development?
6. How do you think producers perceive the technical assistance provided? Elaborate on this.
7. Do you consider that DEVIDA/ FID/ PORI provided greater and better public investment aligned with the needs and priorities of the population? Tell me about corroborating evidence.
8. Do you consider that the population perceives the greatest application of this investment?
9. Why? Is there evidence about it? Tell me about it.
10. Do you consider that DEVIDA/FID/PORI has promoted economic improvements in organizations to carry out development activities or initiatives in your community?
11. Do you consider that the activities and interventions of DEVIDA/FID/PORI have improved the internal and external management capacity of community organizations? Tell me about any improvements within the organizations and with the population of producers. If there are improvements in the work with networks or in the organization with respect to others.
12. How has the monitoring and assessment work been carried out? Elaborate on mechanisms and systems.

13. Was the information and research generated by DEVIDA in the expected time, useful and of quality for decision-making at the national level and in the areas of intervention?
14. Do you consider that the processes supported by FID (planning, monitoring, procurement, human resources) have generated changes in the institutional performance of DEVIDA at the national level and in the areas of intervention?
15. What is the progress in strengthening the coordinating and articulating role of DEVIDA/FID/PORI for the design and implementation of policies and intervention models for comprehensive and sustainable alternative development in the country and at the local level?
16. What is the progress in strengthening the capacities of local governments for a greater offer of services and the generation of conditions for local development?
17. What have been the key success factors of all these activities carried out by DEVIDA/FID/PORI? Tell me about it.
18. Regarding involvement, what factors facilitated the work with the associations? What elements facilitated the work with producers?
19. What were the main limitations or challenges that DEVIDA/FID/PORI faced during the implementation of their activities in local governments? Tell me about it. (Investigate due to insufficient information on progress in the implementation of activities).
20. What were the main limitations or challenges faced by DEVIDA /PORI (installation of coffee and cacao crops, pest control, and participation in fairs).
21. What other information and how often do you think the activity implementation team should report to you?
22. Are there any limitations that have not yet been overcome? Explain why.
23. How has the COVID-19 pandemic impacted the implementation of activities? What did you do to deal with this?

Generation of sustainable changes in the beneficiaries.

24. Do you think that the implementation of the activity in this locality can generate positive changes in the area where the zonal office is located? Why? Tell me about it.
25. What do you consider to be the changes and positive aspects achieved in the producers and in the community?
26. Do you have evidence that DEVIDA/FID/PORI has generated individual, community and institutional changes in the producers and the community? Could you comment on this evidence?
27. Do you think that these changes can be sustainable over time?
28. How has the work with the neighborhood councils been? Explain.
29. What actors or allies or conditions would be needed for them to be sustainable?
30. Do you consider that DEVIDA/FID/PORI has established lines of complementarity and synergies with interventions from other donors? And what about the public budget? (Explore synergies, networking and articulation, duplication of functions or complementarity).
31. What would you propose to improve the implementation process of the activities?
32. What would you propose to give sustainability to the technical assistance provided to producers and local governments? And would this be possible directly with the population, organization or local government?

Promotion of gender equality and inclusion

33. What do you think about the empowerment of women? ¿Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
34. Does this make the intervention more complex? Why?
35. Do you consider that DEVIDA/FID/PORI has promoted greater participation of women in organizations? Has this been positive in promoting equity between men and women in decision-making? Tell me about it.
36. Do you consider that networking has been strengthened? Tell me about it.
37. To what extent have the actions developed by DEVIDA/FID/PORI promoted the empowerment of women in productive, commercial, financial, political and community participation activities? Tell me about it.
38. Have the actions developed by DEVIDA/FID/PORI promoted gender equality and inclusion? Tell me about it.
39. Have the actions developed by DEVIDA/FID/PORI promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? Tell me about this. What do you think has been the most successful action? Why? Can you show any evidence?

Lessons learned

40. What have you learned from your participation in these activities promoted by DEVIDA/PORI/FID/USAID? Tell me about it.
41. What things would you change, do better or could improve?

Identified best practices

42. What can you tell me about the achievements obtained with the implementation of the activities? (Explore the activities that correspond and those that you consider most emblematic/successful). Indicate which would be the most recognized. Can other aspects be achieved?
43. Achievements by the organizations? Achievements by DEVIDA/FID/PORI? Tell me about it.
44. How can these actions be replicated or carried out in other areas and/or with other organizations?

Thank you for your participation.

INTERVIEW GUIDE FOR LOCAL GOVERNMENT AUTHORITIES AND OFFICIALS

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (**FID**). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

I. IDENTIFICATION DATA

1. What position do you hold in this institution? What are your specific roles?
2. How long have you been in this position?

II. PARTICIPATION IN DEVIDA (This applies if you are a DEVIDA official involved in PORI activities)

3. Since when or in what periods have you participated in the activities carried out by DEVIDA? How do you participate?

Goal Achievement

4. How does the GR (GL) participate or has participated in the post-eradication activities supported by DEVIDA?
5. Does the GR (or GL) also participate in financing the installation and maintenance of new hectares of alternative crops? Or, how does the GR (GL) participate in the installation and maintenance of new hectares of alternative crops? What positive aspects does DEVIDA's participation have in the installation and maintenance of new alternative crops? What should be improved about these activities?
6. DEVIDA collects information for better planning and action with the activities it promotes. Do you participate in the collection of information? Does DEVIDA share the information it collects? What aspects should be improved so that there is better information on the actions carried out by DEVIDA?
7. Does DEVIDA consult you about which areas or places should be eradicated? Or if the areas that DEVIDA chose for eradication are viable or not? How should the selection of eradication areas be improved?
8. Does DEVIDA support you in your Public Investment Projects? What are the strengths that you recognize in the support in the PIPs? And what are the strengths of DEVIDA's support for budget management? In both cases, what and how should DEVIDA's action be improved?

Generation of sustainable changes in the beneficiaries.

9. Do you have evidence that DEVIDA has generated individual, community and institutional changes? Could you comment on this evidence?
10. What alternative crops have been most popular among farmers? What is the reason for this?

11. Within your jurisdiction, how is the environmental conservation approach organized and developed in alternative crops? Is this approach feasible in your region (or GL)?
12. Has DEVIDA's intervention, which promotes association and networking among farmers, generated productive and social improvements? If there are improvements, can you please tell us about a case?
13. What limitations does the technical assistance provided have? What strengths have you seen? How can you improve DEVIDA's technical assistance for farmers?
14. When farmers attend, supported by DEVIDA, promotion, marketing and market access events for their alternative products. Is it a good alternative? What aspects need improvement?
15. How has the promotion of community development and social cohesion been through the Neighborhood Councils promoted by DEVIDA? What are the strengths that you find in these activities? How can these types of interventions be further improved? How to make it sustainable over time?
16. What are the most important achievements of DEVIDA's intervention through the activities it develops? Which ones are more sustainable?
17. What would be the strengths of DEVIDA's intervention?
18. How have you contributed to the activities of DEVIDA? What aspects are the most important that have favored the achievements? How did these aspects contribute to the achievements? (Explore synergies, networking and articulation, duplication of functions or complementarity).
19. What could be adjusted or changed in DEVIDA's strategy to achieve greater success in the eradication objectives and generation of more income for farmers?

Promotion of gender equality and inclusion

20. What do you think about the empowerment of women? ¿Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
21. Does this make the intervention more complex? Why?
22. In the Gender Action Plan that DEVIDA develops in its intervention, how does your GR or (GL) participate? Do you have any examples of women who have led their own business or production?
23. Have the productive skills that DEVIDA has generated in women been certified? Does your GR (or GL) participate in it? How should this certification be improved?
24. Do you consider that the activities promoted by DEVIDA have fostered the empowerment and decision-making of women producers in the communities in economic and social activities? What do you consider have been the most important actions carried out? What limitations have you seen and how to overcome them?
25. Do you consider that DEVIDA activities have promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? How have you achieved this?

Lessons learned

26. Could you tell me what lessons you can identify from the DEVIDA activities?
27. What things would you change, do better or could improve?

III. PARTICIPATION IN FID (It applies if you are a DEVIDA official involved in FID activities)

28. Since when do you participate in the FID? o In what period/periods did you participate in the FID? How do you participate/have participated? In what activities?

Goal Achievement

29. Were you part of the preparation of the Multiannual Investment Programming (PMI) of your municipality? How did you participate, in what activities?
30. What was the specific support provided by USAID in this activity?

31. Do you consider that the support of USAID was relevant in the preparation of this Programming? What do you think were its main contributions? What were the main difficulties or limitations?
32. Do you know if the progress of investments is monitored in your Municipality? Under what system or modality?
33. Has USAID, through the FID, supported the monitoring of these investments? In what way, what was the concrete support for this activity?
34. Were you part of the PEI/POI update? How did you participate, in what activities?
35. What was the specific support provided by USAID in this activity?
36. Do you consider that USAID's support was relevant in updating these instruments? What do you think were its main contributions? What were the main difficulties or limitations?
37. What activities have been carried out to strengthen REMURPE from your municipality? Have you participated in these?
38. What was the specific support provided by USAID in this activity?
39. Do you consider that USAID's support was relevant in updating these instruments? What do you think were its main contributions? What were the main difficulties or limitations?
40. How has the COVID-19 pandemic impacted the implementation of activities? How have you faced the COVID-19 pandemic to implement FID activities?
41. Taking the original design of the FID as a reference, were there unforeseen and favorable achievements in the technical assistance provided to the municipality?

Generation of sustainable changes in the beneficiaries.

42. What do you consider to be the changes and positive aspects achieved in the communities?
43. Do you have evidence that FID has generated individual, community and institutional changes? Could you comment on this evidence?
44. Do you think that these changes can be sustainable over time?
45. What actors or allies or conditions would be needed for them to be sustainable?
46. From your perspective, what are the most important achievements of DEVIDA's intervention through FID activities? Which ones are more sustainable?
47. What would be the strengths of DEVIDA's intervention through FID activities?
48. Do you consider that FID has contributed to the achievements reached by DEVIDA? What aspects are the most important that have favored the achievements reached? How did these aspects contribute to the achievements? (Explore synergies, networking and articulation, duplication of functions or complementarity).
49. What could be adjusted or changed in the FID strategy to achieve greater success in DEVIDA's objectives?

Promotion of gender equality and inclusion

50. What do you think about the empowerment of women? ¿Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
51. Does this make the intervention more complex? Why?
52. Do you consider that the activities promoted by the FID have promoted the empowerment and decision-making of women producers in the communities in economic and social activities? What do you consider have been the most important actions carried out? What limitations have you seen and how have you overcome them?
53. Do you think that the activities carried out by DEVIDA/FID/USAID in the communities have promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? How have you achieved this?

Lessons learned

54. Could you tell me what lessons you can identify from the DEVIDA activities?
55. What things would you change, do better or could improve?

Thank you for your participation.

INTERVIEW GUIDE FOR LEADERS REPRESENTATIVES OF ASSOCIATIONS, ORGANIZATIONS OR COMMUNITY LEADERS

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (**FID**). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

IDENTIFICATION DATA

1. What position do you hold in this institution? What are your specific roles?
2. How long have you been in this position?

Goal Achievement

3. What are the most important activities carried out by DEVIDA/FID/USAID? (Explore the activities that correspond to the FID and that you consider most emblematic/successful).
4. How did your participation go?
5. Do you think they have been successful? Why?
6. What do you consider have been the main limitations or challenges that DEVIDA/FID/USAID has had during the performance of its activities? What was done to solve them?
7. Do you think that the COVID-19 pandemic has influenced or affected the activities in any way? Tell me about this.
8. Do you think that unforeseen results have been achieved with some of the activities?
9. Do you consider that the technical assistance/training provided by DEVIDA/FID/USAID has been useful? Has it been what you needed?
10. What limitations did you find?
11. Do you consider that the self-management of organized producers has been strengthened?
12. How? What about associative, productive, commercial development?
13. Do you consider that DEVIDA/FID/USAID has promoted economic improvements in your organization to carry out development activities or initiatives in your community?
14. Do you consider that the activities and interventions of DEVIDA/FID/USAID have improved the internal and external management capacity of community organizations? Tell me about it if there are improvements within your organization and with the population of producers.

Generation of sustainable changes in the beneficiaries

15. At the beginning of the DEVIDA/FID/USAID intervention, what was the situation of the producer organization in terms of associative, productive and commercial development?
16. How is it now?
17. Is there evidence that FID has generated individual and community changes?
18. To what extent are DEVIDA/FID/USAID generating useful changes for you that can be maintained and continued over time?
19. What are those changes?
20. What favors and makes these changes possible? Explore by aspects in the population, in the organization, management, activities, economic aspects, etc.
21. Can sustainability factors be identified for the results obtained?

Promotion of gender equality and inclusion

22. What do you think about the empowerment and participation of women? Do you consider it important and positive to support this type of experience? Do you think it complicates the activities that have been carried out? (Explore if there are negative perceptions about it. What do you consider to be the most important or relevant actions to carry out?)
23. Do you consider that DEVIDA/FID/USAID has promoted greater participation of women in organizations? Has this been positive in promoting equity between men and women in decision-making? Tell me about it.
24. Do you consider that networking has been strengthened? Tell me about it.
25. To what extent is the empowerment of women promoted in productive, commercial, financial, political and community participation activities? Tell me about it.
26. Have the actions developed by DEVIDA/FID/USAID promoted gender equality and inclusion? Tell me about it.
27. Have the actions developed by DEVIDA/FID/USAID promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? Tell me about this.

Lessons learned

28. What have you learned from your participation in these activities promoted by DEVIDA/FID/USAID? Tell me about it.
29. What things would you change, do better or could improve?

Identified best practices

30. What do you think are the most positive actions of all the work done so far? (Explore the activities that correspond to the FID and that they consider most emblematic/successful).
31. Achieved by the organizations? Achieved by DEVIDA/FID/USAID? Tell me about it.
32. How can these actions be replicated or carried out in other areas and/or with other organizations?

Thank you for your participation.

INTERVIEW GUIDE FOR PRODUCERS

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (FID). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

Goal Achievement

1. What community organizations, cooperatives or grassroots organizations exist in your community?
2. Are you a member of any of these organizations in your community? Explain when and how it was achieved.
3. In your community, which institutions have provided technical assistance and of what type (organizational, agricultural production, forestry, inter-institutional agreements, environmental, gender, intercultural, etc.)? And what was new or valuable for your family concerning the activities carried out by DEVIDA/FID/USAID?
4. What are the most important activities carried out by DEVIDA/FID/USAID? (Explore the activities that correspond to the organizational FID, agricultural production, forestry, inter-institutional agreements, environmental, gender, intercultural, etc. that they consider most emblematic/successful).
5. How did your participation go?
6. Which ones do you consider have been useful or new for you and your family? Why? (Explore the factors that led to success / achievements).
7. What do you consider have been the main limitations or challenges that DEVIDA/FID/USAID have had during the performance of their activities? What was done to solve them?
8. Regarding the training to strengthen organizational leadership, do you consider that they have promoted participation and consensus in your community? Tell me about the important achievements.
9. Regarding the training to strengthen organizational leadership, do you consider that they have promoted greater relationships with other entities? Tell me about the important achievements.
10. Do you consider that DEVIDA/FID/USAID has promoted economic improvements in your organization to carry out development activities or initiatives in your community? Was it possible to expand local budgets with contributions from local, regional government or other cooperation entities?
11. Do you consider that the activities and interventions of DEVIDA/FID/USAID have improved the internal and external management capacity of community organizations? Tell me about any improvements within your organization and with the population of producers. If there are improvements in the work with networks or in the organization with respect to others.

12. Do you think that the COVID-19 pandemic has influenced or affected the activities in any way? Tell me how it did.

13. What other factors can have a negative impact?

Generation of sustainable changes in the beneficiaries

14. At the beginning of the DEVIDA/FID/USAID intervention, what was the situation of the producer organization in terms of associative, productive and commercial development?

15. How is it now?

16. Is there evidence that FID has generated individual and community changes?

17. To what extent are DEVIDA/FID/USAID generating useful changes for you that can be maintained and continued over time?

18. What are those changes?

19. What favors and makes these changes possible? Explore by aspects in the population, in the organization, management, activities, economic aspects, etc.

20. In this regard, do you consider that the planned achievements were achieved with the producers, with their families? And with organizations?

21. Do you consider that without the presence of DEVIDA the results obtained in the activities can continue over time? Why? (Explore about sustainability factors).

Promotion of gender equality and inclusion

22. What do you think about the empowerment and participation of women? Do you consider it important and positive to support this type of experience? Do you think it complicates the activities that have been carried out? (Explore if there are negative perceptions about it) What do you consider to be the most important or relevant actions to carry out?

23. Do you consider that DEVIDA/FID/USAID has promoted greater participation of women in organizations? Has this been positive in promoting equity between men and women in decision-making? Tell me about it.

24. Do you consider that networking has been strengthened? Tell me about it.

25. To what extent is the empowerment of women promoted in productive, commercial, financial, political and community participation activities? Tell me about it.

26. Have the actions developed by DEVIDA/FID/USAID promoted gender equality and inclusion? Tell me about it. What actions were carried out, who attended?

27. Have the actions developed by DEVIDA/FID/USAID promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)? Tell me about this. (Inquire about the groups included).

Lessons learned

28. What have you learned from your participation in these activities promoted by DEVIDA/FID/USAID? Tell me about it.

29. What things would you change, do better or could improve?

Identified best practices

30. What do you think are the most positive actions of all the work done so far? (Explore the activities that correspond to the FID and that they consider most emblematic/successful).

31. Achieved by the organizations? Achieved by DEVIDA/FID/USAID? Tell me about it.

32. How can these actions be replicated or carried out in other areas and/or with other organizations?

33. Who do you know from the DEVIDA Management staff? What is your opinion of their organizational modality to work with you?
34. Have you heard about any support from the FID in your area or in the district? (If the answer is NO, the interview ends. If the answer is YES, ask if they visited the organization.)

Thank you for your participation.

INTERVIEW GUIDE FOR USAID IMPLEMENTING PARTNERS

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (**FID**). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

I. IDENTIFICATION DATA

1. What are the specific duties of your position?
2. How long have you been in this position?

Goal Achievement

3. What have been the most important activities that DEVIDA/FID/PORI/USAID have carried out with you? (Tell me about the work with DEVIDA).
4. Why do you consider them important? What was the effect of DEVIDA FID/PORI/USAID’s work with your institution?
5. Do you think that the support provided to DEVIDA/FID/PORI/USAID has served to complement the work to achieve the objectives? Tell me about it. (Explore synergies, networking and articulation, duplication of functions or complementarity).

Generation of sustainable changes in the beneficiaries

6. Are you aware of the work carried out by DEVIDA/FID/PORI/USAID with the communities to ensure that they have access to funds for their development? Tell me about that work.
7. Are you aware of the work carried out by DEVIDA/ /FID/PORI/USAID with the communities to improve the social capital of the communities? Tell me about that work.
8. Do you think that the income of families that eradicated coca cultivation has increased? What limitations exist? How do you think they can be overcome?
9. Do you consider that the technical assistance/training provided by DEVIDA/ /FID/PORI/USAID has been useful for the beneficiary families?
10. What limitations were there? How were they resolved?

Promotion of gender equality and inclusion

11. What do you consider to be the most important or relevant actions that have been carried out with DEVIDA regarding the empowerment of women? Do you consider it important and pertinent to support this type of experience?
12. Do you think that the activities carried out by DEVIDA/ FID/PORI/USAID in the communities have served to improve women's empowerment and decision-making? Tell me about it.
13. Do you think that the activities carried out by DEVIDA/FID/PORI/USAID in the communities have promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)?
14. What strategies will be ongoing once the support from DEVIDA/FID/PORI/USAID ends?
15. Do you think that unforeseen results have been achieved with some of the activities? Tell me about it.

Lessons learned

16. What lessons do you consider you have obtained from your participation in these activities promoted by DEVIDA/FID/PORI/USAID?
17. What things would you change, do better or could improve?

Identified best practices

18. What best practices can be identified to replicate or expand them in other areas? Tell me about it.
19. What do you think are the most positive actions of all the work carried out by DEVIDA/FID/USAID up to this moment?
20. Could these actions be replicated in other areas or with other organizations? How?

Thank you for your participation.

INTERVIEW GUIDE FOR STRATEGIC PARTNERS

Dear Sir/Madam, my name is (...). I work for Evalúa consulting firm and we are conducting a study on the activities carried out in the MULTI-ANNUAL PLAN FOR INSTITUTIONAL STRENGTHENING OF DEVIDA (PORI) and INSTITUTIONAL STRENGTHENING OF DEVIDA (FID). This study focuses on the objectives achieved, the generation of sustainable changes, and the promotion of gender and inclusion achieved. Therefore, it will be important to know your views on the matter.

We remind you that all the information you provide us will be strictly confidential and will be used only for study purposes. Likewise, no personal data will be used, and you can decide not to answer or withdraw from the interview, if you consider it pertinent.

Before we start, I would like to ask you to give me your informed consent to record the interview and start it. Do you agree with this?

Interview date		Start time		End time	
Position			Region/office		

I. IDENTIFICATION DATA

1. What are the specific roles of your position?
2. How long have you been in this position?

Goal Achievement

3. What have been the most important activities that DEVIDA/FID/USAID have carried out with you?
4. Why do you consider them important? What was the effect of DEVIDA FID/USAID's work with your institution?
5. Do you consider that the technical assistance/training provided by DEVIDA/FID/USAID has been useful? Were they related to what your institution needed?
6. What limitations were there? How were they resolved?
7. What has been the effect of DEVIDA/ /FID/USAID support on the management of your institution? Please detail the most relevant aspects.

Generation of sustainable changes in the beneficiaries

8. Are you aware of the work carried out by DEVIDA/ /FID/USAID with the communities to ensure that they have access to funds for their development? Tell me about that work.
9. Are you aware of the work carried out by DEVIDA/ /FID/USAID with the communities to improve the social capital of the communities? Tell me about that work.
10. Do you think that the income of families that eradicated coca cultivation has increased? What limitations exist? How do you think they can be overcome?

Promotion of gender equality and inclusion

11. What do you think about the empowerment of women? ¿Do you consider it important and pertinent to support this type of experience? What do you consider to be the most important or relevant actions to carry out?
12. Does this make the intervention more complex? Why?

13. Do you believe that the activities carried out by DEVIDA/ FID/USAID in the communities have served to improve women's empowerment and decision-making? Tell me about it.
14. Do you think that the activities carried out by DEVIDA/FID/USAID in the communities have promoted the inclusion of vulnerable groups (indigenous people, people with disabilities, Afro-Peruvians, LGBTIQ)?
15. What strategies will be ongoing once the support of DEVIDA/FID/USAID ends?
16. Which will stop? Why? Would you be willing to take on any of these responsibilities? Which ones in particular? Why? And which ones wouldn't you take on? Why not those? Tell me about it.
17. Do you think that unforeseen results have been achieved with some of the activities? Tell me about it.
18. Do you think that the support received by DEVIDA/FID/USAID served to complement the work of your institution? Tell me about it. (Explore synergies, networking and articulation, duplication of functions or complementarity).

Lessons learned

19. What lessons do you think you have obtained from your participation in these activities promoted by DEVIDA/FID/USAID?
20. What things would you change, do better or could improve?

Identified best practices

21. What best practices can be identified to replicate or expand them in other areas? Tell me about it.
22. What do you think are the most positive actions of all the work done so far?
23. Achieved by the organizations? Achieved by DEVIDA/FID/USAID? Tell me about it.
24. Could these actions be replicated in other areas or with other organizations? How?

Thank you for your participation.

APPENDIX F: PEOPLE INTERVIEWED

No.	TYPE OF INTERVIEW	POSITION
1	Group interview	FID - Chief
2		FID - Deputy Chief
3		FID - Communications
4		FID – Professional specialist
5		FID – Professional specialist
6		FID - Leader Component 1
7		FID - Leader Component 2
8		FID – Professional specialist
9		FID – Professional specialist
10		FID – Professional specialist
11		FID – Professional specialist
12	Group interview	DEVIDA – Planning Official
13		DEVIDA - Communications Area Specialist
14		DEVIDA – Budget Unit Specialist
15		DEVIDA – Budget Unit Official
16		DEVIDA - Promotion and Monitoring Office Specialist
17		DEVIDA – Official of the Technical Affairs Directorate
18		Group interview
19	DEVIDA – Official of the Promotion and Monitoring Directorate	
20	DEVIDA - Official of the Promotion and Monitoring Directorate	
21	DEVIDA - Official of the Territorial Articulation Directorate	
22	DEVIDA – Specialist of the Territorial Articulation Directorate	
23		FID – Professional specialist
24	Group interview	DEVIDA – La Merced OZ Technical team
25		DEVIDA - La Merced OZ Technical team
26		DEVIDA - La Merced OZ Technical team
27		DEVIDA - La Merced OZ Technical team
28	Group interview	DEVIDA - Pucallpa OZ cacao technical team
29		DEVIDA - Pucallpa OZ Technical team
30	Group interview	DEVIDA - Tingo María OZ Technical team
31		DEVIDA - Tingo María OZ Technical team
32		DEVIDA - Tingo María OZ Technical team
33		DEVIDA - Tingo María OZ Monzón Technical team
34		DEVIDA - Tingo María OZ Technical team
35		DEVIDA - Tingo María OZ Technical team

No.	TYPE OF INTERVIEW	POSITION
36		DEVIDA - Tingo María OZ Technical team
37		DEVIDA - Tingo María OZ Technical team
38		DEVIDA - Tingo María OZ Coffee Technical team
39		DEVIDA - Tingo María OZ Technical team
40		DEVIDA - Tingo María OZ Technical team of Pueblo Nuevo and Rupa Rupa
41	Group interview	DEVIDA - San Francisco OZ Technical team of the Business Development and commercial Promotion Unit
42		DEVIDA - San Francisco OZ Technical team of the Community and Local Development Unit
43		DEVIDA - San Francisco OZ Association specialist
44	Individual interview	District Municipality of Puerto Bermudez - Department of Economic Development and Environment
45	Group interview	DEVIDA - Tarapoto OZ Technical team
46		DEVIDA - Tarapoto OZ Association technical team
47		DEVIDA - Tarapoto OZ budget development technical team
48	Group interview	District Municipality of Leoncio Prado - Management
49		District Municipality of Castillo Grande – Economic Development Management
50		District Municipality of Crespo y Castillo - Economic Development Management
51	Individual interview	Association of Agricultural Producers of Cashapampa de Monzón APACAM – Board of Directors
52	Individual interview	Aquaculture Services Cooperative - Board of Directors
53	Individual interview	S/I - producer
54	Individual interview	Incacuchara Cooperative - producer
55	Individual interview	Chipaquillo Association- producer
56	Individual interview	S/I - producer
57	Individual interview	S/I - producer
58	Individual interview	District Municipality of Río Tambo - Official
59	Individual interview	District Municipality of Llaylla - Management
60	Individual interview	Association of Agricultural Producers of the San Jerónimo de Matzuriniari Pangoa Micro-basin - Producer
61	Individual interview	Kemito-Ene-Care Producers Association - Producer
62	Individual interview	Kemito-Ene-Care Producers Association - Producer
63	Individual interview	District Municipality of Villa Rica - Management
64	Individual interview	Association of Agricultural Producers Oro Verde of Comuniqari - Board of Directors
65	Individual interview	District Municipality of Mazamari - Official

No.	TYPE OF INTERVIEW	POSITION
66	Individual interview	District Municipality of Pangoa - Official
67	Individual interview	Central Asháninka of Río Tambo - Leader
68	Individual interview	Intercultural Agroindustrial Association of Women Entrepreneurs of the Valle del Pichis (AIMEP) - Board of Directors
69	Individual interview	S/I - Producer
70	Individual interview	S/I - Producer
71	Individual interview	S/I - Producer
72	Individual interview	Agrarian Cacao Cooperative of Constitución - Board of Directors
73	Group interview	District Municipality of Irazola - Management
74		District Municipality of Irazola - Infrastructure Management
75		District Municipality of Irazola - Planning and Budget Management
76		District Municipality of Irazola - Social and Economic Development Management
77	Group interview	Provincial Municipality of Padre Abad - Management
78		Provincial Municipality of Padre Abad - Execution, Supervision and Liquidation of Works Management
79		Provincial Municipality of Padre Abad - Social Development Management
80		Provincial Municipality of Padre Abad - OPMI Management
81	Group interview	Provincial Municipality of Puerto Inca - Management
82		Provincial Municipality of Puerto Inca - Planning and Budget Management
83		Provincial Municipality of Puerto Inca - Works Management
84		Provincial Municipality of Puerto Inca - OPMI Management
85	Group interview	Codo del Pozuzo Cooperative – Board of Directors
86		Codo del Pozuzo Cooperative – Board of Directors
87		Codo del Pozuzo Cooperative – Board of Directors
88		Codo del Pozuzo Cooperative – Board of Directors
89		Codo del Pozuzo Cooperative – Board of Directors
90	Group interview	Huipoca Cacao Growers Association Cooperative (ASCAH) – Board of Directors
91		Huipoca Cacao Growers Association Cooperative (ASCAH) – Board of Directors
92	Individual interview	Flor de Boquerón Women Entrepreneurs Association (AMEFLOB) - Board of Directors
93	Individual interview	S/I - Producer
94	Individual interview	S/I - Producer
95	Individual interview	S/I - Producer
96	Individual interview	S/I - Producer


No.	TYPE OF INTERVIEW	POSITION
97	Individual interview	Alliance for Digital and Financial Services - Management
98	Individual interview	Coffee Alliance - Management
99	Individual interview	Cacao Alliance - Management
100	Individual interview	Provincial Municipality of Tocache - Management
101	Individual interview	District Municipality of Pólvora - Management
102	Individual interview	District Municipality of Uchiza - Management
103	Group interview	Agrarian Cooperative Valle del Mishollo de Pólvora Tocache Ltda. (CAMIPT) - Board of Directors
104		Agrarian Cooperative Valle del Mishollo de Pólvora Tocache Ltda. (CAMIPT) - Board of Directors
105	Individual interview	Cooperativa Cacaotera Agroindustrial Uchiza-COCAO Ltda. – Board of Directors
106	Individual interview	S/I - producer
107	Individual interview	DEVIDA - Promotion and Monitoring Office Specialist
108	Individual interview	DEVIDA - Logistics
109	Individual interview	DEVIDA - Department of Technical Affairs
110	Group interview	DEVIDA - Investment Unit
111		DEVIDA - Investment Unit

APPENDIX G: DISCLOSURE OF CONFLICT OF INTERESTS

Disclosure of Conflict of Interest for USAID MELS Team Members

Name	CÉSAR SANABRIA
Title	CONSULTOR
Organization	EVALÚA SRL
Evaluation Position?	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	June 28th, 2021

Disclosure of Conflict of Interest for USAID MELS Team Members

Name	JORGE NORIEGA DAVILA
Title	Evaluadora Senior
Organization	CONSULTORA EVALUA
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Evaluación intermedia del desempeño Plan Operativo Multianual de Reforzamiento Institucional a DEVIDA (2018-2022) PORIy Fortalecimiento Institucional de DEVIDA (FID)
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

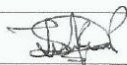
Signature	 
Date	06-07-2021

Firmado digitalmente por Jorge Noriega Davila
Nombre de reconocimiento (DN): cn=Jorge Noriega Davila,
o=Consultor, ou, email=jnoriegaperu@gmail.com, c=PE
Fecha: 2021.07.06 14:58:34 -05'00'

Disclosure of Conflict of Interest for USAID MELS Team Members

Name	Irene Fidela Cristóbal Ponce
Title	Responsable de recepción de datos.
Organization	Evaluá
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Evaluación de desempeño de dos actividades de USAID sobre desarrollo alternativo (POR1-FID)
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

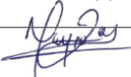
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	28/06/2021

Disclosure of Conflict of Interest for USAID MELS Team Members

Name	Mayra Alejandra Zea Guzmán
Title	Evaluadora junior
Organization	Consultora Evalúa
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	EVALUACIÓN DE DESEMPEÑO DE DOS ACTIVIDADES DE USAID SOBRE DESARROLLO ALTERNATIVO (PORI - FID)
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	


I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	28/06/2021

Disclosure of Conflict of Interest for USAID MELS Team Members

Name	Especialista estadístico
Title	EVALUA
Organization	
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

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Signature	
Date	28/06/2021