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INTERNATIONAL TROPICAL
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**Capacity Building for the Sustainable Management of Tropical Dry Forests on
the North Coast of Peru - Project PD 741/13 Rev.3 (F)**



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Capacity Building for the Sustainable Management of Tropical Dry Forests on the North Coast of Peru - Project PD 741/13 Rev.3 (F)

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Total Project Budget: US\$ 989,038

ITTO Contribution: US\$ 437,630

AIDER Counterpart Contribution: US\$ 551,408

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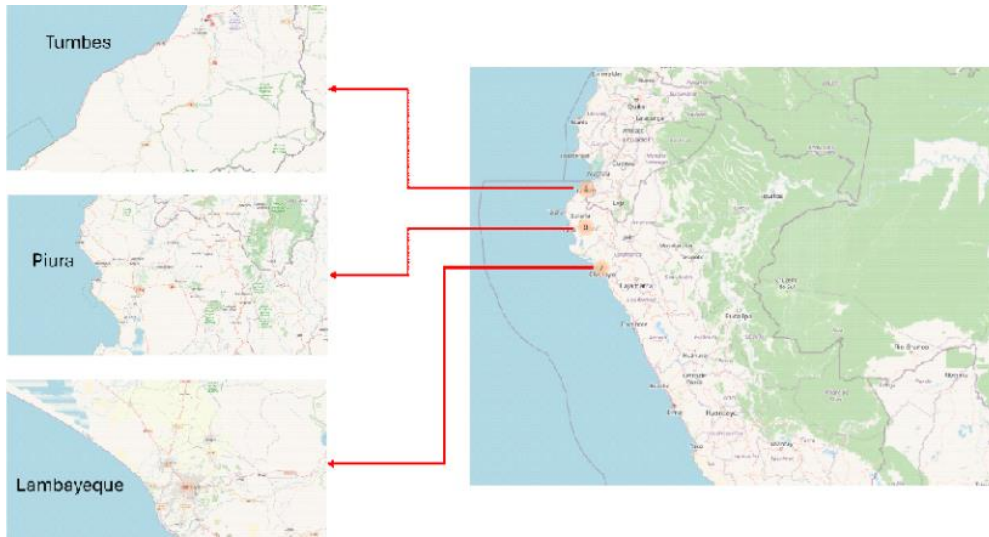
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SERFOR

Servicio
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Silvestre

About the Project - Addressing a Crisis in Dry Forests



The Challenge - Peru's tropical dry forests are among Latin America's most threatened ecosystems, with over 40% original cover lost due to agriculture, illegal logging, and weak governance.

Development Objective - To improve rural livelihoods through the conservation and sustainable use of tropical dry forests.

Specific Objective - To strengthen the capacities of key stakeholders to establish policies and practices for SFM.

Key Strategy - A holistic | Four-pillar approach

Governance - Strengthen technical and regulatory capacities & multi-stakeholder platforms.

Capacity - Train officials and communities in SFM techniques.

Knowledge - Develop information systems and awareness campaigns - shift perceptions on the value of conservation.

Mainstreaming - Insert SFM into public consciousness and practice.



Looking Beyond Outputs to Assess Sustainable Impact



- ✓ **Scope of the evaluation** – Focused on three key dimensions of legacy:
 - **Institutional sustainability**: Are governance platforms functional and policies operational?
 - **Socio-economic impact**: Did sustainable practices improve community livelihoods and resilience?
 - **Environmental effectiveness**: Did conservation outcomes, like reduced deforestation, endure?

- ✓ **Goal** - To assess the project's sustainability, impact, and lessons six years after completion.
- ✓ **The central guiding question of the mission** - Outputs were delivered **but** did they catalyze lasting change for the forests and people of northern Peru?
- ✓ **Framework** - OECD-DAC Criteria (Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability)
- ✓ **Methodology** - A Multi-Method Approach
 - Data triangulation - Cross-referencing multiple sources for robust findings.
 - Document review: Project designs, completion reports, financial audits, manuals, brochures.
 - Field verification: Site visits to verify on-ground evidence.
 - Stakeholder consultations: 100+ standard interviews with officials, technicians, and community members.

A Success in Implementation - A Challenge in Transformation

Operational Success (The "What") - OUTPUTS	Key Findings (The "So What") - OUTCOMES
✓ Output Delivery: Most of activities completed - trainings, workshops, and materials delivered on schedule.	🔍 Training & Application: While training activities were extensive, sustained changes in practice and enforcement on the ground will require continued follow-up and institutional support.
✓ Stakeholder Engagement: Successful establishment of multi-stakeholder platforms and reported high participation rates in events.	🔍 Participation & Empowerment: The platforms promoted broad participation and dialogue; however, ensuring lasting empowerment will depend on mechanisms that strengthen local decision-making and continuity beyond project support.
✓ Knowledge Products: Technical manuals, guides, and communication materials developed and distributed.	🔍 Dissemination & Institutionalization: Knowledge products were effectively shared, yet greater emphasis on integration within institutional frameworks would help ensure their continued use and updating over time.
✓ Strategic Alignment: Strong operational and financial execution.	🔍 Relevance & Impact: The project design was well aligned with national priorities; nonetheless, its long-term impact will hinge on addressing broader economic and political factors that influence land-use decisions.



The Root Causes: Why Lasting Impact Was Elusive

- 1. The economic disconnect** - Short-term profits from agro industry/charcoal vastly outweighed long-term benefits of SFM. Project could not shift the fundamental economic calculus for local families.
- 2. The institutional void** - Decentralization transferred responsibilities to regional governments without adequate funding or authority. Trained officials lacked the mandate and tools for effective enforcement.
- 3. The project cycle paradox** - A 30-month timeline is sufficient for delivery, but insufficient for deep systemic and behavioral change. Complex challenges require longer, more adaptive engagement.

Overall Impact Assessment: The project did well at implementing activities but could not alter the fundamental economic drivers that makes deforestation more profitable than conservation for local communities.





- 1. Make conservation pay** - SFM must be the most economically rational choice. Future projects must integrate viable economic models (e.g., PES, market access) from day one.
- 2. Build systems, NOT just structures** - Creating a committee is the first step; ensuring it has a formal mandate, and budget is what makes it last. Governance must be institutionalized.
- 3. Plan for the long haul** - Systemic change requires programmatic, longer-term investments (5-7 years) that allow for piloting, learning, and scaling.
- 4. Facilitate, don't replace** - The role of NGOs must evolve from prime implementer to a facilitator that builds autonomous, local ownership within government and community structures.

Strategic Shifts for Greater Impact

For ITTO

- ✓ Fund systemic change - Mandate deep political economy and market analyses in project design.
- ✓ Prioritize depth & duration - Incentivize focused, longer-term interventions in priority landscapes.
- ✓ Secure legacy with binding agreements - Tie funding to pre-approved government co-financing and institutional absorption plans.

For Executing Agencies & Partners

- ❖ Shift from implementer to strategic facilitator - Measure success by partner ownership, not just output delivery.
- ❖ Institutionalize knowledge - Embed successful tools and methods into public sector curricula and systems.

Conclusions

- ❖ The project was not a failure, but a vital learning laboratory because it laid a crucial foundation and provided a clear-eyed roadmap for future initiatives.
- ❖ KPI should be the demonstrable strengthening and ownership by stakeholders, even if it means a slower, less "efficient" process in the short term.

Projects must move from building capacity within a system to transforming the system itself



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