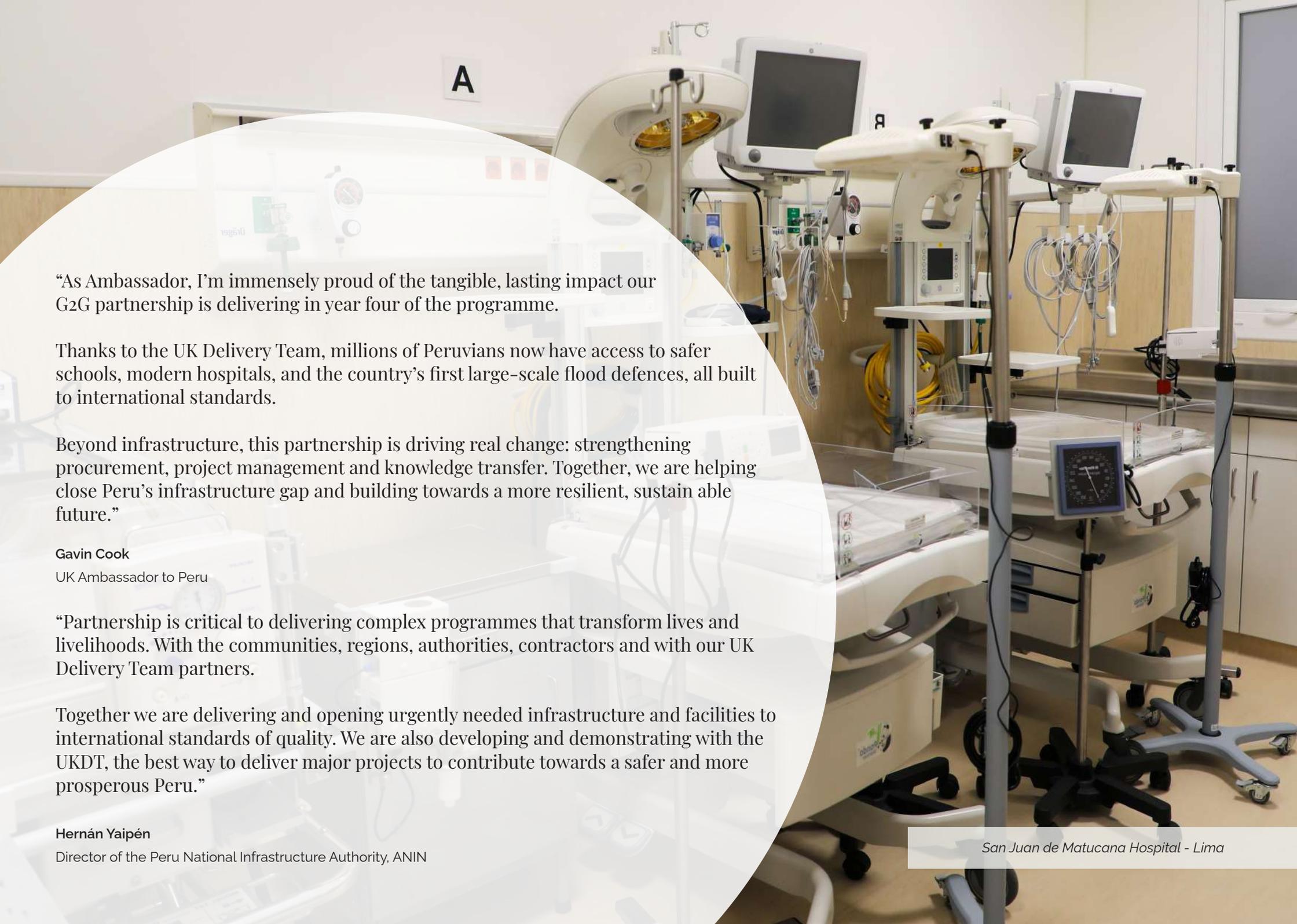




Securing Change Together

Year 4 of the Peru-UK
Government to Government
agreement





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“As Ambassador, I’m immensely proud of the tangible, lasting impact our G2G partnership is delivering in year four of the programme.

Thanks to the UK Delivery Team, millions of Peruvians now have access to safer schools, modern hospitals, and the country’s first large-scale flood defences, all built to international standards.

Beyond infrastructure, this partnership is driving real change: strengthening procurement, project management and knowledge transfer. Together, we are helping close Peru’s infrastructure gap and building towards a more resilient, sustain able future.”

Gavin Cook

UK Ambassador to Peru

“Partnership is critical to delivering complex programmes that transform lives and livelihoods. With the communities, regions, authorities, contractors and with our UK Delivery Team partners.

Together we are delivering and opening urgently needed infrastructure and facilities to international standards of quality. We are also developing and demonstrating with the UKDT, the best way to deliver major projects to contribute towards a safer and more prosperous Peru.”

Hernán Yaipén

Director of the Peru National Infrastructure Authority, ANIN

San Juan de Matucana Hospital - Lima

Investing in the long term

In the fourth year of the UK Delivery Team's work, millions of Peruvians have directly felt the benefit of our partnership to support and accelerate the delivery of transformative public facilities and infrastructure.

Most schools to be delivered through the partnership have been completed to international standards and opened. These high-quality, safe and sustainable facilities are designed to meet the needs of pupils, staff and local communities for generations to come.

Large-scale hospitals and modern healthcare centres have been completed and prepared for opening, and are already transforming health and creating opportunity for hundreds of thousands of people.

The first complex flood defences are completed, protecting the lives and livelihoods of whole towns, cities and communities vulnerable to extreme weather events. The remaining integrated flood defence solutions are steadily moving into the construction phase with designs that promise to deliver climatic resilience into the future. The foundations of this progress were laid at the

outset of our UK-Peru partnership: strategic and transparent procurement; programme management systems and processes; design standards. The time and effort invested in getting our collective approach right at the start, is now flowing through into facilities being delivered far faster than is usual and to higher quality.

The progress and impact that has been achieved in the past year, is testament to the leadership of our newly established partner the National Infrastructure Authority (ANIN), and the collaborative approach we have taken together to focus on progress and quality.

We are proud to have shared our knowledge and experience to support ANIN in becoming the foremost public body driving the closure of the infrastructure gap in Peru and delivering the high-quality facilities and infrastructure that communities need to thrive and prosper.

As part of our support for the ANIN leadership team we were able to bring representatives to Europe to share their experience as an example to other countries, at World Water Week, and gain

insights to major project delivery in the UK.

Through our first multi-year extension to the end of 2026, the UK Delivery Team is continuing to help drive progress delivering the river defences, urban drainage, natural infrastructure and early warning systems to protect against flooding and landslides, while supporting the completion and opening of more vital health facilities.

The team will also continue to focus on embedding the knowledge, approaches and tools that have been developed and introduced through the partnership, and work with ANIN to share these with wider industry.

Alongside delivering international standard infrastructure and facilities, it remains our mission to help build the capacity for further progress on infrastructure improvements towards a safer and more sustainable Peru.

James Redman
UKDT Director

Introduction to UKDT



In 2020, the United Kingdom signed a Government-to-Government (G2G) agreement with the Republic of Peru to provide technical advice and support to the reconstruction of public facilities and infrastructure most impacted by the devastating 2017 El Niño weather phenomena.

The UK Delivery Team (UKDT) in Peru, made up of experts from UK consultancies Mace, Arup and Gleeds, and assisted by their global network of subject matter specialists, is supporting the construction of 74 schools, 18 healthcare facilities, flood defences for 17 river basins and 5 gullies, including nature-based solutions, and urban drainage in 7 cities along the coastal regions of Peru.

A new integrated early warning system will help protect new infrastructure from extreme weather events, benefiting local communities and businesses.

Core to the partnership with our client, the newly established National Infrastructure Authority (ANIN), is the proactive transfer of knowledge, tools and skills to build the national and regional capacity of Peru to deliver sustainable and resilient infrastructure for generations to come.

The partnership with the UKDT has been extended until the end of 2026, so the team can support ANIN to continue the completion and transition through to operation of critical new public facilities and infrastructure for Peru.



69

Schools opened



5

Healthcare centres opened



14

Flood protection works - in progress

4

Hospitals opened

2

River gullies completed



5,024,676

Beneficiaries of the facilities in use



S/30,000,000,000+

Total estimated contract value



200+

BIM models developed



20,000+

Digital design documents developed



100,000+

Stakeholder comments managed



Accelerating & sustaining change

The Peru-UK G2G agreement is accelerating the delivery of safe and sustainable public facilities and infrastructure in parts of the country most impacted by the 2017 El Niño.

Through the UKDT partnership, new schools, health facilities and flood defences are being started and completed much faster than is typical and at international standards of quality.

The 5 drivers of UKDT acceleration

Innovation

Digital tools cut time and increase quality and transparency, from online procurement and GIS-based multi-hazard risk modelling, to digital design reviews and digital modelling (BIM - Building Information Modelling) of every project stage.

Collaboration

Proactive partnership with contractors, neighbours, facility staff, and other stakeholders to maintain progress and ensure the quality of facilities and infrastructure. An open and transparent relationship with other government agencies builds trust and confidence in the process and results.

Programme Management

World-class programme management systems, structures, tools and training embedded. Including real-time information on progress and quality across project delivery, so issues are identified and resolved before they cause delays.

Contracting

The introduction of collaborative NEC contracts, and training on their application, which encourage the sharing and solving of challenges between the client, contractors and subcontractors to keep projects progressing.

Procurement

The rapid, efficient and transparent appointment of contractors through a rigorous and robust UKDT-led process, trusted to deliver quality contractors for the best value, within a fast-tracked timeframe.

Designing for life

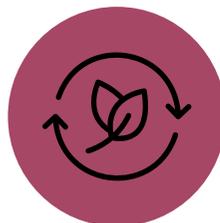
The UKDT worked with public officials, ministries, communities, agencies, users of facilities and contractors to set high quality standards of design and technical requirements, tailored to local conditions and needs. Advising on the development of detailed designs for each project, UKDT specialists assure the quality and help embed standards, solutions and approaches that can be applied to public projects across the country.



Resilience

Current and future hazards are modelled and assessed to inform designs and ensure that schools, health facilities and flood protection infrastructure are built to withstand seismic and extreme weather events.

The 5 drivers of UKDT design quality



Sustainability

Natural light, ventilation and nature-based solutions are used for more efficient construction and operation, lower costs and wider social benefits. The whole life cycle of facilities and Infrastructure is designed using Building Information Modelling (BIM).



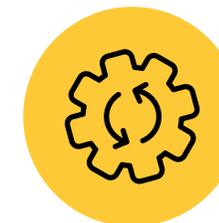
People-focused

The needs of the people using and running facilities and Infrastructure are embedded into guidance and standards. Schools are designed to boost the learning and teaching experience. Health facilities are planned to increase access, streamline treatment and aid recovery.



Collaboration

A fast-track, structured design development and review process, enabled through a digital platform, training and specialist UKDT expertise, provides space for collaboration between officials, contractors and designers, leading to clear actions and decisions.



Legacy

The UKDT has worked with authorities to modify the legally mandated national model for school design and develop comprehensive technical guides which are already being used to support the design of schools, health facilities and flood protection infrastructure, across Peru.



“We faced the enormous challenge of transforming an institution that serves more than 600,000 inhabitants. Launching a new hospital that would revolutionise the way health services are provided throughout the Piura region.

The new Sullana Hospital is a five-story building with cutting-edge technology, from its 180 seismic isolators at the base to its modern digital medical records system. We went from being a hospital with limitations, to having 310 beds, 5 operating rooms, 50 outpatient clinics and specialized intensive care units. We now offer services that were previously inaccessible to our people, such as hemodialysis, neurosurgery and complex cardiovascular procedures.

For the construction of the hospital, we collaborated closely with national and regional health authorities, ANIN and UKDT under an innovative model of joint work. The UK team ensured constant monitoring and the transfer of knowledge to the professionals and technicians involved. Together, we listened to our hospital team through working groups, focused on the needs of patients and established effective communication channels between everyone involved. The key to success was defining precise objectives, maintaining collective motivation, solving problems immediately and strengthening trust among the participants.

When objectives are well defined and planned, when we listen to the community and work together, we can create something extraordinary that will improve the lives of generations of Piuran's. The new Sullana Hospital is living proof that great changes are possible when there is vision, commitment and teamwork.”



Dr. María Eugenia Gallosa
Former director



“When I came to live in the La Molina sector in El Milagro in 2012, the El León Gully was full of rubble and garbage, and we lived in constant fear of the rain and possible mudslides. Every season we had to organize ourselves with sandbags and plastic, without knowing where the water would come from. 2017 was especially traumatic. I remember the crash of the adobe houses falling and how we had to rescue a child trapped in the rubble. We even lost a neighbour during the Yaku cyclone, leaving her children orphaned.

The completion of the ravine seemed unattainable at the beginning. As a community, we formed a socio-environmental committee and worked hand in hand with ANIN, UKDT and the contractors. We felt listened to and supported, that our opinion counted. Several neighbours even contributed their labour because they knew it was for the benefit of everyone.

Today, the reality is different. We know where the water will go when it rains, and we no longer live in fear. The project has brought us more benefits and we are about to achieve the sanitation and formal registration of our properties. By the end of the year, more than 2,000 families who live along the creek will be able to have sewerage, water and drainage.

My dream is to live in a green district. With the sanitation will come the tracks, sidewalks and sports areas. We will go from being a settlement to a housing development with all the services. This project shows that when the civil population organizes and works hand in hand with the authorities, lives can be saved, and entire communities can be transformed.”



Martha Gonzales
Community Leader
Trujillo

Integrated solutions



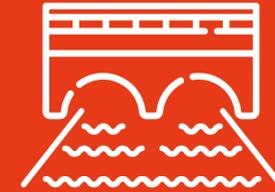
Dams

to slow and control large water flows from the upper catchment, and when possible, to increase the use of water for agriculture irrigation.



River defences

to contain rainwater within the river channel or gully.



Transversal dykes

in gullies to retain sediments and protect vulnerable infrastructure and communities from the risk of mass movements and landslides.



Natural infrastructure

including reforestation and natural terraces to absorb water across 14 river basins, slow flows and reduce sedimentation movements and landslides, while creating new space for people and wildlife.



Early warning systems

an integrated system of weather radars, hydrometeorological stations, emergency warning infrastructure and training to improve monitoring, forecasting and response.



Digital tools

for design and decision-making including multi-hazards risk assessments, modelling of future climate impact and social cost/benefit analysis to inform investment.



Integrated drainage

in urban areas to clear and absorb water, reducing the community and economic impact of heavy rainfall and flooding.

Strengthening national resilience

The UKDT is helping to strengthen Peru's resilience to extreme weather events, whose frequency and severity are increasing due to climate change.

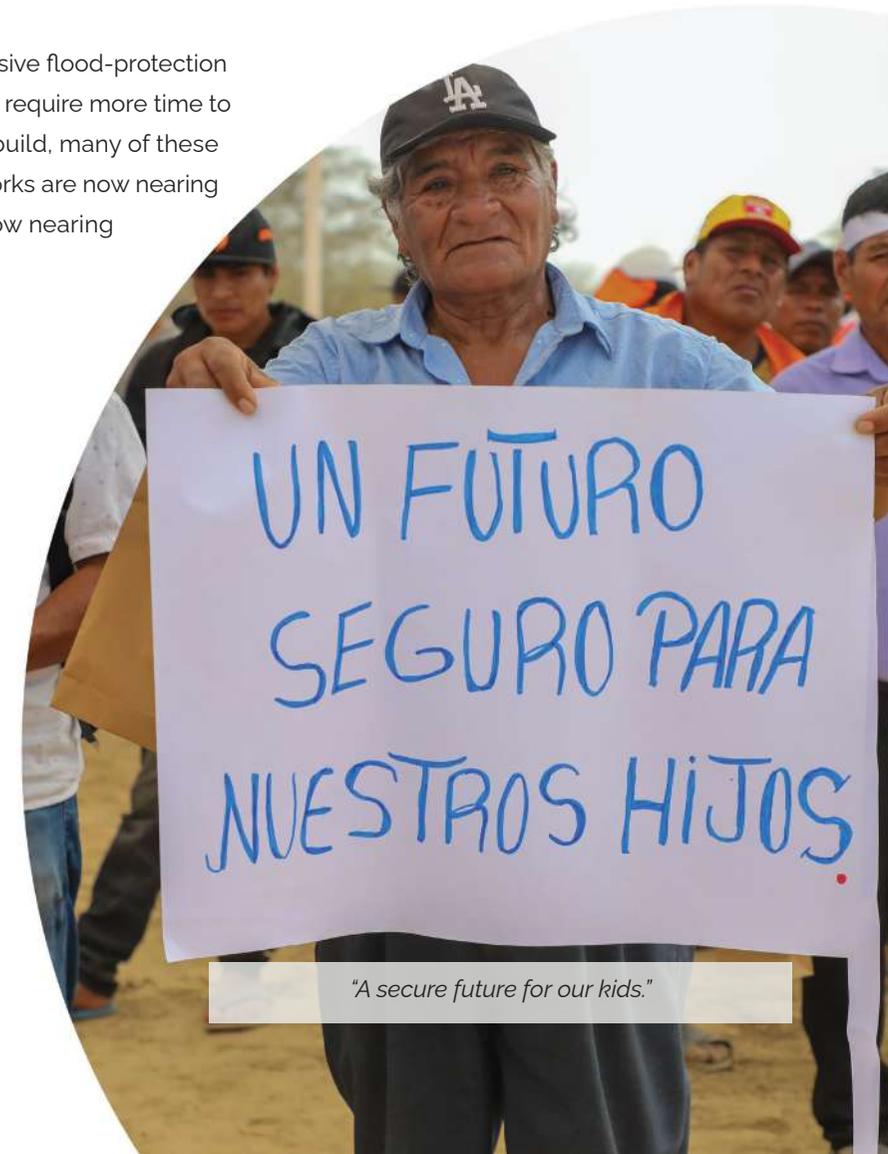
In addition to ensuring that new schools and sanitation facilities withstand future climatic phenomena, we support the planning, design, and execution of comprehensive, large-scale flood-management solutions across 17 river basins, 5 gullies, and 7 cities.

Complementing these efforts is an integrated early-warning system and nature-based infrastructure solutions that will help protect the lives and livelihoods of 16 million people.

While comprehensive flood-protection projects inevitably require more time to plan, design and build, many of these mission-critical works are now nearing completion.



El Leon Gully - La Libertad



"A secure future for our kids."

A collaborative contract for accelerated and quality construction

New Engineering Contracts (NEC) were introduced to Peru through the partnership with the UK Government and companies to support the successful delivery of the Lima 2019 Pan American Games infrastructure and event.

The NEC is being used for all contracts to deliver works through the UKDT partnership. The clear, simple language and focus on transparency, communication and collaboration helps prevent costly disputes and delays, so that infrastructure is delivered faster and to the highest standards.

More traditional contracts create an adversarial relationship between a client and contractor, often resulting in conflicts

that must be resolved through legal disputes, which can slow or stop work and risk cost increases. This approach also makes it harder for all parties to focus on the quality and standards of what is being delivered.

The NEC has enabled the UKDT and ANIN to identify and resolve issues early and in a constructive way that maintains high standards and keeps projects on track. It has also empowered contractors in Peru to demonstrate their commitment to improve health and safety, sustainability, local employment and training, and being a good neighbour to communities living around projects.

To implement the NEC, the UKDT has briefed contractors from the start of procurement, on how the contract works and provided detail and advice on its operation to ANIN colleagues. This has included 11 twice-weekly training modules each attended by up to 300 Peruvian professionals and 5,000 hours of organisational learning.

This form of contract has been enshrined in public sector procurement laws in Peru and in March 2025, the British Government and UKDT companies have launched the first ever Spanish translation of the new NEC4 contract to help to standardise its use across the country. The UKDT is delivering specific training to ANIN on the application of the NEC4.



Building capacity & confidence

Building the capacity and confidence of officials, leaders, contractors and communities to design, deliver and operate critical public infrastructure to international standards, is fundamental to the UK-Peru partnership.

The UKDT continues to embed tools and approaches and transfer specialist knowledge to thousands of public officials and industry professionals working in more than 100 public organisations and private companies in Peru.

This includes formal training, informal support, one-to-one sessions, written technical guidance and seminars, all collected on an online learning portal for ongoing use.

The legacy of this investment is in the increased capability of individuals and organisations at a regional and national level, but also in the growing confidence to drive and deliver high standards of safe and sustainable infrastructure and public facilities.

The UKDT is supporting ANIN in developing self-sustaining knowledge capabilities, to enable the continuous improvement for the ANIN programme.

To help establish a baseline of knowledge, UKDT is working with ANIN on a mix of inductions, capability assessments, formal training modules and workshops. This will be followed by efforts to enhance knowledge capabilities through the sharing of lessons learned and 'knowledge leaders', responsible for knowledge development within specific disciplines.



UKDT online learning portal

934

Training materials available

1300+

Total hours of learning content

2500+

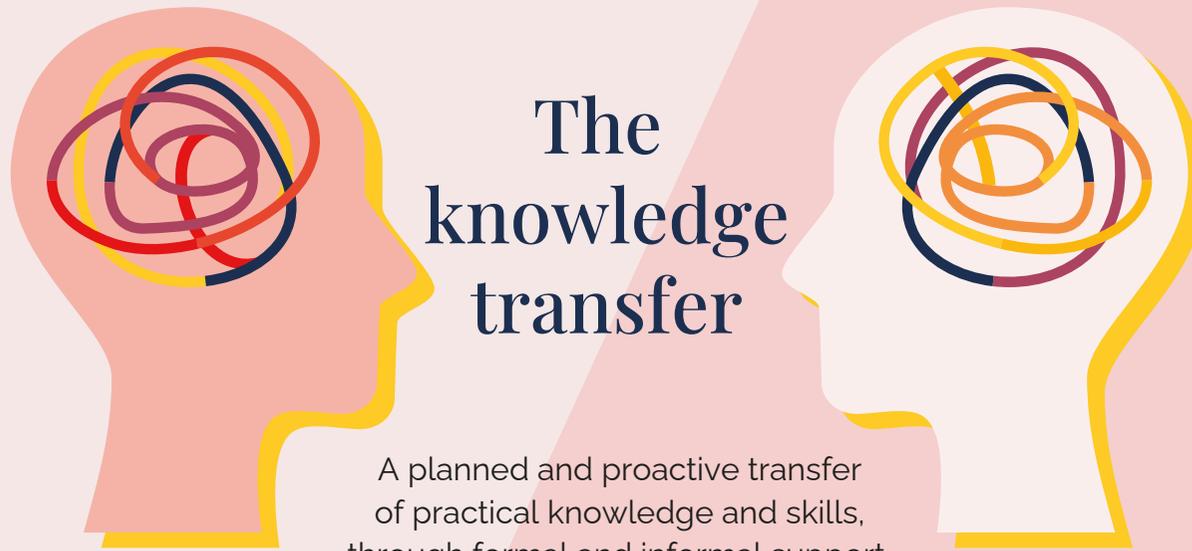
Peru officials who have had accessed the portal

2000+

Peru officials who completed at least 1 online course

1000+

Current active learning portal users



The knowledge transfer

A planned and proactive transfer of practical knowledge and skills, through formal and informal support, training and coaching.

A legacy of learning

2000+

Learning sessions delivered

67,212

Certificates issued

16

Formal, multiple-module, courses available

55

Introductory courses

A strong transition to operation

We work with public officials and contractors to develop and embed an effective approach to the transition to opening and operating of schools, healthcare facilities and flood protection infrastructure. A planned and systematic approach identifies and overcomes barriers and ensures that new facilities, which are a far higher standard of building or infrastructure, are up and running quickly and efficiently.



Design

The whole lifecycle of a facility or piece of infrastructure, including how the daily life of how it is run and maintained, is designed at the outset with the input of those who will be responsible.

The 5 drivers of transition to operations



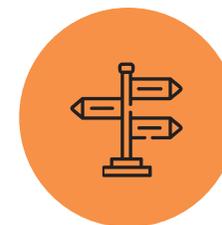
Understanding

UKDT specialists spend time with the team that will be responsible for running a facility to listen and understand their challenges and work together to identify and plan the best approaches to making the transition.



Training

In-person and online training helps staff learn how the facility works and develop the skills and knowledge to operate international standard equipment and systems. Digital modelling enables staff to get a feel of a facility before it is complete.



Guidance

Detailed transition guides have been developed by UKDT specialists in health, education and water infrastructure which can be used to support the opening of public facilities and infrastructure across Peru.



Support

Preparing to open and operate a facility can throw up unexpected challenges for the people leading the transition, so the UKDT team stays in regular contact to provide ongoing support and advice.



Sustaining progress

UKDT is committed to working with ANIN, other authorities, contractors and the wider sector towards the future safety, sustainability and prosperity of Peru. The following are proposed ways to continue the progress being made to ensure successful infrastructure planning and delivery for generations to come.

The 3 ways to sustain progress

- Establish as standard that prior to the design and construction of public infrastructure and facilities, a clear process is agreed for confirming ownership, operation and maintenance.
- Ministries responsible for critical infrastructure, adopt a simple framework to consider future climate risks and sustainable approaches in the planning, design, construction and operation of new facilities.
- Bring together UK and Peru experts to identify best practices in public sector employment and training to continue to improve the national capacity to deliver major infrastructure programmes.





As the industry's only provider focused entirely on project delivery, Mace Group brings to life iconic infrastructure and commercial hubs bolstering resilient communities around the world. The company employs more than 7,800 people across the Americas, UK and Europe, the Middle East, and Asia Pacific to efficiently deliver complex capital programs for value-added outcomes outperforming industry norms.

www.macegroup.com.



Dedicated to sustainable development of the built environment, Arup is a collective of over 16,000 designers, advisors and experts working across 140 countries. Founded to be both humane and excellent, we collaborate with our clients and partners, using imagination, advanced technologies, and rigour to shape a better world.

www.arup.com



Gleeds is an international construction consultancy with 150 years' experience in the built environment. With over 2500 employees across six continents and 80 offices, we pride ourselves on being a global business that is structured to act and think locally. We have a rich history in resilient infrastructure development and driving value across complex projects and programmes. We work together with our clients to create better places for communities to live, work, connect and develop around the world.

www.gleeds.com



The logo consists of a circular arrangement of small white dots connected by thin white lines, forming a ring. The text "ukdeliveryteam" is written in a white, lowercase, sans-serif font across the center of this ring.

ukdeliveryteam