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AUTORIDAD NACIONAL DE INFRAESTRUCTURA

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Lima

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UK DELIVERY TEAM PARTNERSHIP **FOR PERU RECONSTRUCTION**

IMPACT EVALUATION REPORT

MARCH 2026

PHOTO: ANIN

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> **The children feel motivated,** they are giving their all."

> At the community level, **the institution is gaining recognition for its infrastructure and its modernity**."

> Many wanted to leave, but **the infrastructure motivated them to stay.**"

> I'm grateful because it wasn't just our government, but another government too **bringing technology and technical expertise** to make this canalisation possible."

> There's a real sense of **pride and ownership**."

> More recently, **when the rains came, they did not affect us**, thank God. We only noticed because of the water running off the roofs."

> Before, our school was falling apart. **Now it is a source of pride**."

> **It has generated employment for some local residents,** for example security staff and cleaning personnel."

> This facility has contributed enormously to **boosting the economy**, food services and accommodation."

> Intensive monitoring units have been created, which operate practically like ICUs. **Lives have been saved**."

PHOTO: ANIN

A PARTNERSHIP **FOR POSITIVE IMPACT**

DELIVERY

- Schools, healthcare centres and hospitals delivered through the UK Delivery Team (UKDT) partnership have been completed two to three times faster, on average, than others in Peru: schools in 2.5 vs 5 years and healthcare facilities in 2.9 vs 7.3 years.
- 72% of schools with UKDT technical support were completed in under 3 years, compared to 32% of non-UKDT schools.*
- 100% of hospitals were completed in less than four years through the UKDT partnership, compared to 10% of non-UKDT hospitals.*
- Four out of five people reported better access to medical services (81%) and 95% saw improvements in pupil motivation in school.**
- Four out of five said their healthcare facility (76%) or school (88%) exceeded their expectations.

PROSPERITY

- Nine out of ten agreed that new healthcare facilities created jobs (89%) and boosted local business growth (90%), and 66% said that schools contributed to expand local businesses.
- UKDT projects will have supported up to 9 000 jobs a year, the equivalent of more than 63 000 years of work in total between 2020 and 2030.
- Healthcare, education and flood protection projects supported by the UKDT, both finished and due to complete by 2030, are forecast to contribute up to US$ 1.05 billion (S/ 3.94 billion) to the economy through construction-related impacts.
- The flood protection projects finished and due to complete by 2030 are forecast to contribute up to US$ 23.19 billion (S/ 86.60 billion) to the national economy in their first 50 years.

*Analysis based on a sample of completed projects with UKDT support (71 schools and 9 healthcare facilities) and by other institutions (60 schools and 20 healthcare facilities)

**Analysis based on a sample of 915 survey respondents in the areas of 9 projects with UKDT assurance (5 schools and 4 healthcare facilities)

WELLBEING

> Three-quarters of those surveyed (72%) in areas with a UKDT project observed increased community pride, and nine out of ten reported a more optimistic outlook (91%).

> Completed flood protection works are directly protecting over 100 000 people, enabling long-term investment and planning.

CHALLENGES

> A number of healthcare facilities face challenges in the staffing, skills and funding required to run modern infrastructure and facilities, and the impact of many flood protection projects will depend on their completion and long-term operation.

PHOTO: ANIN

A PARTNERSHIP **FOR RECONSTRUCTION**

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

UKDT in Peru, made up of specialists from UK consultancies Mace, Arup and Gleeds, and assisted by their global network of subject matter experts, is supporting the construction to international standards 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 multi-region integrated early warning system is also being implemented through the partnership, to protect communities, infrastructure and business from extreme weather events.

Core to the partnership with the National Infrastructure Authority (ANIN), and previously with the Peru Reconstruction with changes Authority (ARCC), has been the proactive transfer of knowledge, tools and skills to help build the national and regional capacity of Peru to deliver sustainable and resilient infrastructure for generations to come.

The partnership with the UKDT was extended until the end of 2026, to support ANIN with the completion and transition through to operation and maintenance of critical new public infrastructure for Peru.

Scope of the programme

The following are some examples of the integrated support and services provided by the UKDT to help accelerate the design and delivery to international standards of a new generation of schools, health facilities and flood protection infrastructure.

- Strategic advice
- Programme and Project Management
- Procurement
- Contracting
- Contract management
- Cost Management
- Schedule Management
- Risk Management
- Knowledge transfer
- Digital technology
- Multi-hazard risk assessments
- Social cost-benefit analysis
- Design management
- Design specifications
- Technical Assurance
- Transition to operations
- Climate change modelling
- Monitoring & reporting
- Data management
- Community engagement
- Communications
- Building Information Modelling (BIM) support

A PARTNERSHIP **FOR DEVELOPMENT 2020-2026**

PROGRAMME PROGRESS

- **153** Total number **of projects**
- **84** Facilities **in use**
- **28** Projects **underway**
- **1 400 000** beneficiaries of the facilities **in use**
- Up to **9 000** **jobs a year** supported during construction

KNOWLEDGE TRANSFER

- **934** Training materials **created**
- **+ 1 300** hours of **learning content**
- **+ 3 100** learning sessions **delivered**
- **68 000** Certificates **issued**
- **232 000** learning hours **delivered**

RESILIENT INFRASTRUCTURE

- **71** Schools **opened**
- **5** Healthcare **centres opened**
- **4** Hospitals **opened**
- **3** Flood protection **projects completed**
- **13** River & gully protection **works in progress**
- **3** Urban drainage **projects in progress**
- **2** Early Warning **System radars installed**
- **3** Early Warning **System works in progress**

EVALUATING THE UK-PERU PARTNERSHIP

In March 2025, with the support of the UK Government and ANIN, UKDT began a project to evaluate the impact of the UK-Peru partnership supporting reconstruction and identify lessons learned.

This evaluation combines:

- Quantitative programme data
- 915 surveys of beneficiaries carried out by IPSOS
- 18 interviews with school and healthcare facility staff
- Focus groups with 50 people in flood protection project areas
- High-level economic analysis and forecasting of future impact

The in-depth analysis of the school and healthcare projects focused on two 'case study' areas that provided a large concentration of facilities and variety of contexts and characteristics, that could be extrapolated to apply to the whole programme: the Region of Piura and City of Trujillo. The impact of five schools, two hospitals and two healthcare centres across these areas was studied.

For flood protection projects, the 19 that are complete or expected to complete by 2030 were analysed, with case studies carried out on 4.

Alongside the programme and projects being delivered and achieving what they had set out to, wider impacts on the local community and economy were evaluated.

The primary purpose of the report is to capture, as best as is possible with the resources available, a clear picture of the direct and wider impact of the facilities and infrastructure that has been delivered through the UK-Peru partnership.

The insights shared should help support decision-making and planning for future programmes to reduce risk, deliver efficiencies, overcome challenges and optimise the impact of public infrastructure investment.

In-depth case studies

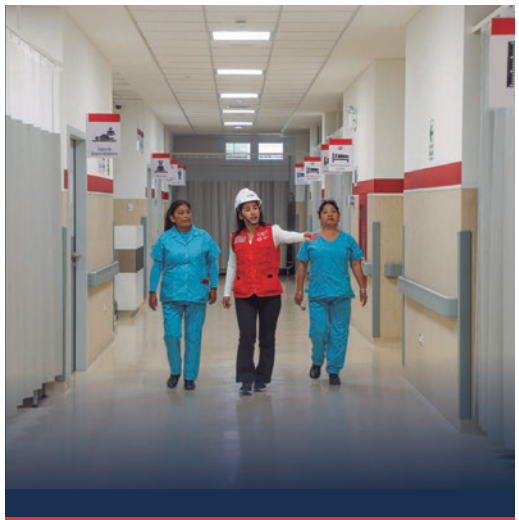
- **5** Schools
- **2** Healthcare Centres
- **2** Hospitals
- **4** Flood protection projects

Methodology

- **915** Surveys
- **18** Staff interviews
- **50** Focus group attendees

CROSS-CUTTING **IMPACT**

The UKDT partnership has helped to accelerate infrastructure delivery, improve the quality of design and construction, increase resilience, and strengthen the capability of public institutions and professionals in the public and private sector.



Quality & comfort of infrastructure

Four out of five rated their healthcare facility (76%) or school (88%) as exceeding their expectations. Interviewees highlighted modern classrooms with natural light and ventilation, and specialist teaching spaces with universal internet connectivity. Healthcare staff often described safer, more dignified and functional facilities designed to optimise the working and patient experience.

Service expansion

Nine out of ten (86%) felt the new facilities motivated more people to seek care and improved pupil motivation and attendance in school (95%). Four out of five reported better access to medical services (81%) and shorter waiting times (79%).

Community optimism, pride and wellbeing

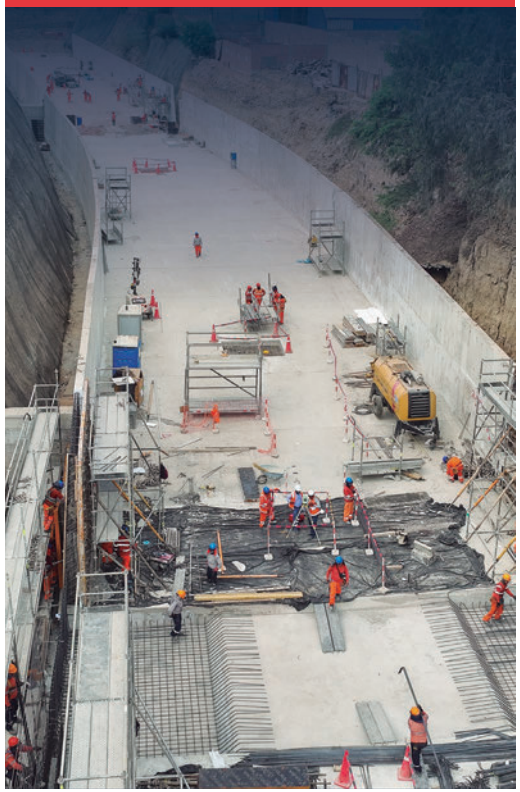
Across the facilities and infrastructure studied, interviewees reported feeling higher life satisfaction, greater optimism and stronger pride in their community. Three in four (74%) observed increased community pride in areas with new schools and healthcare facilities delivered with UKDT assurance, and nine out of ten had a more optimistic outlook (91%). Schools and hospitals have emerged as community anchors, hosting social activities and becoming emergency shelters during extreme weather events.

Quality procurement and contracting

Independently run procurement increased market engagement, competition for opportunities, robustness of decisions and transparency around appointments.
The implementation of the NEC collaborative contract minimised legal disputes and delays.

Prosperity and economic vibrancy

By 2030, the programme will have supported up to 9 000 jobs a year through construction, totalling 63 000 years of work across nine regions, and up to US$ 1.05 billion (S/ 3.94 billion) in economic value. Nine out of ten (89%) interviewed agreed that new healthcare facilities created jobs and boosted local business, and two thirds (66%) saw that schools expanded local businesses, such as food kiosks, shops and accommodation.



Accelerated delivery

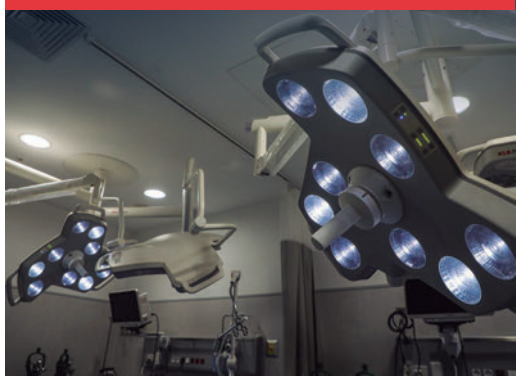
Projects with UKDT assurance were delivered two to three times faster, on average, than other projects. This was despite many being built in remote and complex environments, with higher design and construction quality standards and protection against extreme weather events. Design-and-build fast-track delivery, supported by digitally-enabled technical and delivery assurance and a data-driven PMO, compressed the planning, design and construction phases, while enabling the real-time management of risks.

Lifecycle design

The programme introduced the principle, and detailed guidance, on designing for a 50+ year lifetime of infrastructure. This approach reduced the long-term costs of energy, maintenance, renewal or expansion. The impact of climate change and increasing rainfall across the lifetime of a project was evaluated and considered in the design, which was not previously standard practice in Peru.

Challenges transitioning to modern facilities

Written guidance, training and support has helped to smooth the transition into modern facilities with higher standards of equipment, technology, hygiene and maintenance. However, in some cases, operators require further resources and funding to ensure the required level of maintenance and maximum use of new equipment, and to meet ongoing or increasing local demand for services. Impact is greatest where facilities have been well located, secure and fully integrated into the local communities.

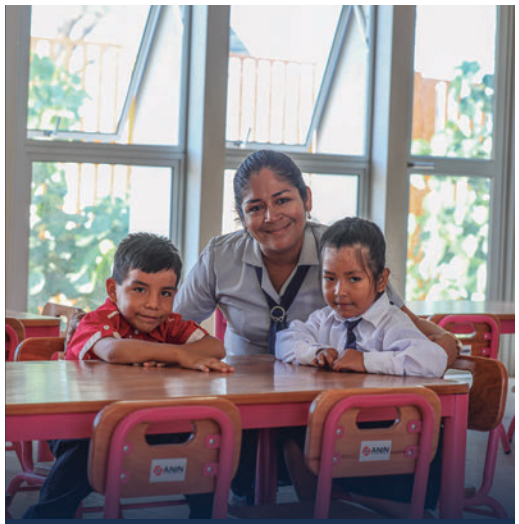


Building national capacity

Through the proactive transfer of knowledge, tools and technical guidance, thousands of public officials and private sector professionals are better equipped to deliver international standard infrastructure projects. Also, approaches developed through the UKDT assurance have influenced the adoption of new best practice approaches, standards and regulations at a national level.

A NEW **GENERATION OF SCHOOLS**

Close to 45 000 pupils and 2 000 teachers across 8 regions are benefiting from 71 high-quality schools delivered through the UKDT partnership, with wide-reaching impact being felt across these school communities. The in-depth evaluation focused on two schools in La Libertad (Los Pinos in Trujillo and Santiago de Cao) and three in Piura (María Auxiliadora in Catacaos, José Matías Manzanilla in Sullana and Salitral)



Transformed teaching

School teachers and directors describe teaching and learning spaces designed to transform teaching practice and quality, such as laboratories and universal internet connectivity, laptops and projectors to support interactive learning. Staff also report higher engagement and confidence among pupils.

Motivated students & teachers

More than nine out of ten (95%) respondents reported improved student motivation and attendance, and higher quality facilities (94%). Four out of five (84%) reported improved student performance, with demand for several of the schools rising or already reaching capacity for the first time in their history. Four out of five (84%) also reported that schools attract and retain more qualified teachers.

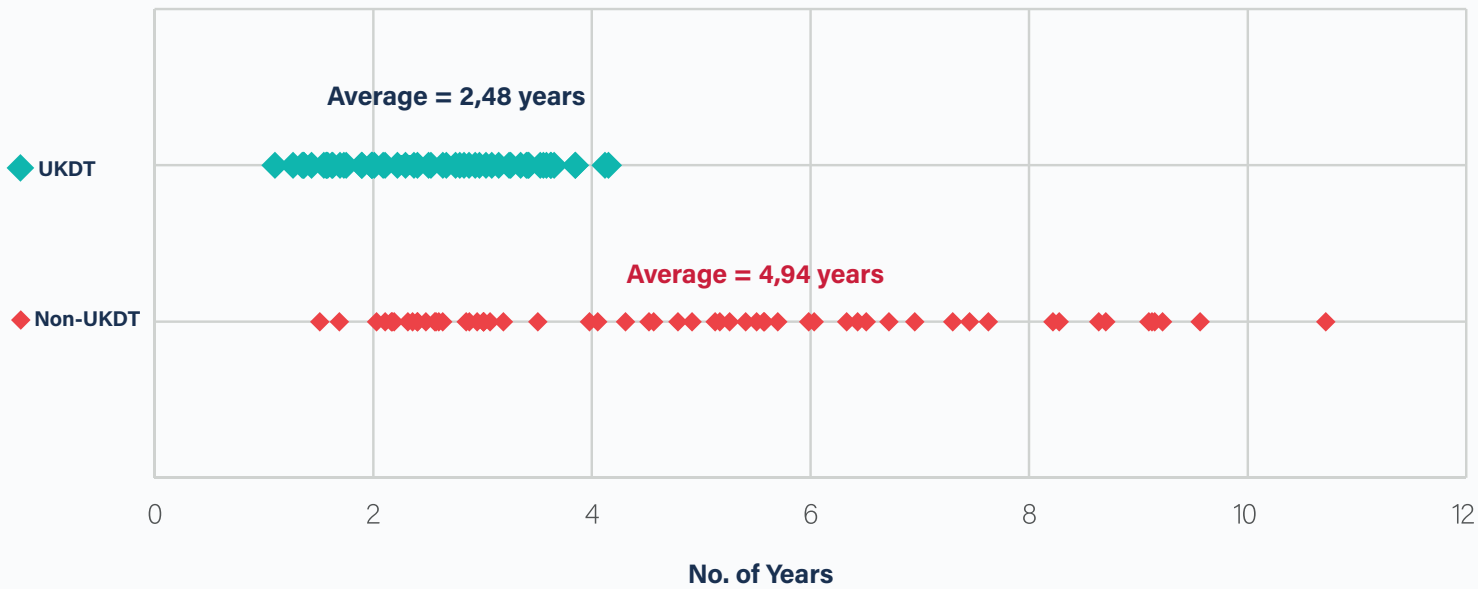
Stronger communities

Four in five surveyed had an increased sense of pride (82%) and perception of safety about their community, and 91% reported a positive impact on their hopes and plans for the future. Schools being designed to provide a safe, enclosed, well-lit and accessible environment; being resilient to extreme weather events; and providing shelter and community facilities, were all highlighted.

Delivering modern schools, faster

Schools with UKDT assurance were delivered from design to completion in 2.5 years, on average, compared to 5 years for other schools in Peru. 72% of these schools were delivered in less than three years, compared to 32% of schools without UKDT assurance.* This is despite UKDT schools being designed and built to higher quality standards, with a 50+ year lifespan, modern teaching facilities, robust plumbing and electrical systems, and ability to withstand extreme weather events. Additionally, schools delivered through the UKDT partnership were also more likely to be built in challenging, remote locations.

SCHOOL DELIVERY TIMES
FROM DESIGN TO COMPLETION*



*Analysis based on a sample of 71 completed schools with UKDT and 60 schools delivered by other institutions

Local and national economic impact

The investment in UKDT schools has supported 3 472 jobs a year for five years during construction of the whole portfolio, the equivalent of 17 360 years of work in total, and generated US$ 281 million (S/ 1.05 billion) in economic value through construction. At a local level, two thirds of survey respondents (66%) said the new schools led to the creation of new business or increased sales among existing businesses.

Transition challenges

Some staff highlighted challenges with lack of maintenance of equipment and technology and insufficient resources for cleaning and security. The high demand for places has led some schools to allow numbers of pupils that exceed the capacity they were designed for, resulting in overcrowding in some classrooms.

A new national approach to school design

UKDT worked with Peru's Ministry of Education to improve the standard design for schools, called the 'Basic Reconstruction Module' (BMR), and produce design guides on resilience, climate change, sustainability, accessibility and adapting school designs to different contexts. This approach was then applied to the detailed design of the schools with the UKDT portfolio, while also guiding the design of other schools across Peru.

> The children wanted more light. They couldn't read. In the classrooms, you could suddenly hear one class from another. For lessons, the windows and doors had to be properly closed. **Now, that is no longer the case.**"

> There used to be a lot of absenteeism. Now, that **absenteeism has decreased tremendously.**"

> Many people would like to send their daughters to this school, but **the number of places is already full.**"

> it's a more ventilated environment, and **you can work more comfortably.**"

> **There is never a lack of water or power cut**. The school has its own water well and its own electricity generator, it is well prepared and equipped for those situations."

> Before, our school was falling apart. **Now it is a source of pride.**"

> At the community level, **the institution is gaining recognition for its infrastructure and its modernity.**"

> **Now every space has an internet connection**, so teachers bring their laptops, connect there, use the projector, and it's like an innovation classroom. We didn't have that before."

> **The children feel motivated**, they are giving their all."

> Instead of having a school that was on the verge of collapsing, **now we have an educational institution with good infrastructure** and good lighting. That makes the streetscape look better, and the community also sees it as an open-door institution."

PHOTO: ANIN

TRANSFORMING **HEALTHCARE SERVICES**

More than 1.2 million people are benefiting from nine international standard hospitals and healthcare centres delivered through the UKDT partnership across four regions. The in-depth evaluation focused on two large-scale hospitals (Chulucanas II-1 and Sullana II-2) and two healthcare centres (Castilla I-4 and El Faique I-4), in Piura region.

Expanded health service provision & capacity

Hospitals have been planned and designed to provide new specialities such as neurology, oncology, intensive care units and diagnostic scanning, such as CT and mammography. Four out of five (81%) reported better access to medical services locally. In Chulucanas, an increased range of surgeries has doubled the total carried out from around 750 in the first six months of 2023, to 1 500 in the first half of 2025. The Castilla healthcare centre has an operating theatre for the first time, to provide surgeries without referral to a larger facility.

Improved patient access and experience

Three quarters of survey respondents (75%) recorded shorter waits for treatment and 86% said that the quality of the facilities motivated more people to seek care and treatment. While it is too soon to see the impact in official health data, moderate improvements are evident in districts with health facilities delivered through the UKDT partnership. Staff at El Faique and Castilla healthcare centres said people were more likely to seek treatment due to the positive patient experience and range of specialist services, including maternal care and physical therapy.

Improved workforce capability and retention

Staff reported that daily access to modern facilities and equipment has led to a higher retention of employees and an increase in skills development, although some felt that more services and support could be offered with additional staff and training.

Quality of design and construction

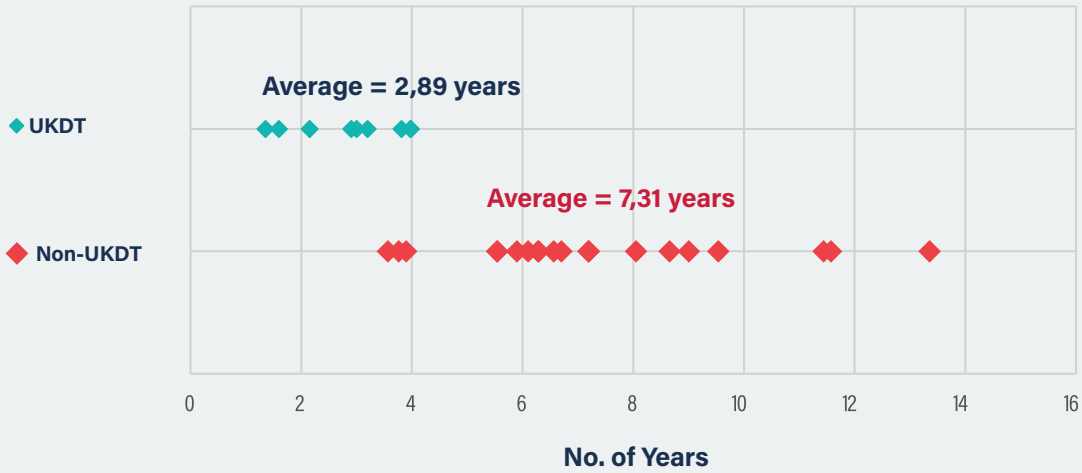
Four out of five survey respondents (76%) said the healthcare facilities exceeded their expectations, with higher-quality, safer and more resilient hospitals and healthcare centres. UKDT facilities meet international healthcare standards, seismic isolation and comprehensive off-site systems such as drainage, power and access routes.

PHOTO: ANIN

Efficient delivery of hospitals and healthcare centres

Despite being built to higher standards and in more remote and challenging locations, healthcare centres with UKDT assurance were delivered up to three times faster than other facilities, with most progressing from design to completion in under three years. Most non-UKDT healthcare centres, usually smaller and with lower technical specifications, took three to nine years to deliver . Hospitals with UKDT assurance were delivered, on average, in half the time of non-UKDT examples, with all UKDT hospitals progressing from design to completion in four years or less. Most non-UKDT hospitals, smaller and with lower specifications, took from six to ten years to complete.

HEALTHCARE PROJECT DELIVERY TIMES
FROM DESIGN TO COMPLETION*



Average delivery time by facility type

- UKDT Healthcare centres: 2.5 years
- Other Healthcare centres: 6.5 years
- UKDT Hospitals: 4 years
- Other Hospitals: 7 years

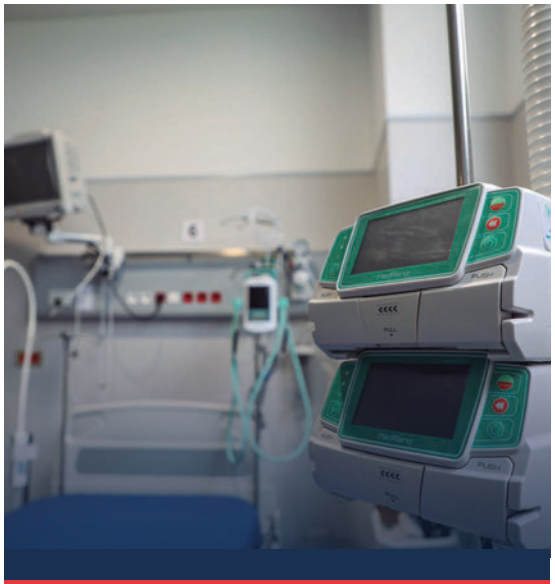
*Analysis based on a sample of 9 completed healthcare facilities with UKDT assurance and 20 healthcare facilities delivered by other institutions

Local and national economic impact

The investment in hospitals and healthcare centres delivered through the UKDT partnership is supporting up to 2 100 jobs per year over eight years during construction of the whole portfolio, the equivalent of 16 801 years of work in total, and generating US$ 275 million (S/ 1.03 billion) economic value through construction. Nine out of ten surveyed (90%) agreed or strongly agreed that the new healthcare facilities led to the creation of new businesses or increased sales for existing businesses.

Stronger communities

Four out of five surveyed agreed that the new healthcare facilities increased their life satisfaction (82%) and local wellbeing (79%), with 60% feeling prouder of their local environment and community.



Transition challenges

Interviews with healthcare staff highlight a range of transition challenges associated with bringing larger, more technologically advanced facilities with modern equipment. Staff noted that additional operational resources and system-level investment are required to fully optimise their use. Reported challenges included limited trained personnel for new diagnostics equipment, critical units reaching capacity soon after opening, general operations and maintenance difficulties, challenges associated with transitioning to new digital systems, and continued reliance on paper-based records.

PHOTO: ANIN

"Intensive monitoring units have been created, which operate practically like ICUs. **Lives have been saved**."

"Back in the old hospital we were about 300 workers, **now we're almost 1 000**."

"**We visit the communities, we give educational sessions** and provide immediate assistance to anyone so that they do not self-medicate."

"**It has generated employment for some local residents**, for example security staff and cleaning personnel."

"**Previously, the waiting time was around two hours; now it is approximately twenty minutes.**"

"Many wanted to leave, but **the infrastructure motivated them to stay**."

"**As a professional, I have improved**. I have tried to educate myself and learn about the new modern equipment"

"**This facility has contributed enormously to boosting the economy**, food services and accommodation."

"**The hospital has generated a lot of excitement** among merchants. This area around the hospital has boomed."

PHOTO: ANIN

INTEGRATED **FLOOD PROTECTION SOLUTIONS**

Three completed gully flood defence projects are already giving protection from floods and landslides to over 100 000 people, infrastructure, services and businesses. The additional 16 river and gully protection and urban drainage projects underway and due to complete by 2030, together with the first components of the integrated early warning system, will benefit another 2 million people. The evaluation combined existing and expected impacts of these projects, focus groups with residents in Trujillo and Piura, and forecasting of the long-term economic benefits.

Local resilience and safety

Residents in Trujillo and Piura highlighted the need for permanent protection, reduced illness and continuity of work, markets and businesses during heavy rainfall. Improved opportunities for housing development and investment were also mentioned, as well as increased trust in public institutions.

Forecasted local economic benefit

The primary economic benefit will be through avoiding direct damage caused by extreme weather events to property, infrastructure, agriculture and the indirect impact on employment and income through taxes. In Trujillo, the projected economic benefits of the flood protection delivered with UKDT assurance are US$ 4.67 billion (S/ 17.42 billion) over the first 50 years. In Piura, the forecasted benefit is US$ 14.40 billion (S/ 53.79 billion) over the same period.

Forecasted national economic benefit

The integrated flood solution projects on track to be delivered by 2030 with UKDT assurance would contribute up to US$ 23.19 billion (S/ 86.60 billion) to the national economy in avoided damages, equal to 8% of Peru's 2024 GDP. Delivering all of the river, gully and urban drainage projects within the UKDT portfolio of projects would generate up to US$ 42.93 billion (S/ 160.29 billion) in economic benefits through avoided damages, representing 13% of Peru's GDP in 2024. Natural infrastructure and early warning system projects would deliver a range of benefits which are additional to these figures.

PHOTO: ANIN

> Now with the project, **the river is channelled**, it won't enter like before. We want it completed so this problem doesn't repeat."

> **Maybe this will turn us into a modern city."**

> More recently, **when the rains came, they did not affect us**, thank God. We only noticed because of the water running off the roofs."

> It benefits us because it gives us security to invest, **it gives us security in our lives** and in our businesses."

> **Once completed, there will be reforestation and banks for walking**. People will come, and businesses can grow."

> Years ago, when they came to present it, we didn't think it would become a reality, because they're always saying things and then do nothing. **But now, with the start of the works, we have good expectations**."

> I'm grateful because it wasn't just our government, but another government too **bringing technology and technical expertise** to make this canalisation possible."

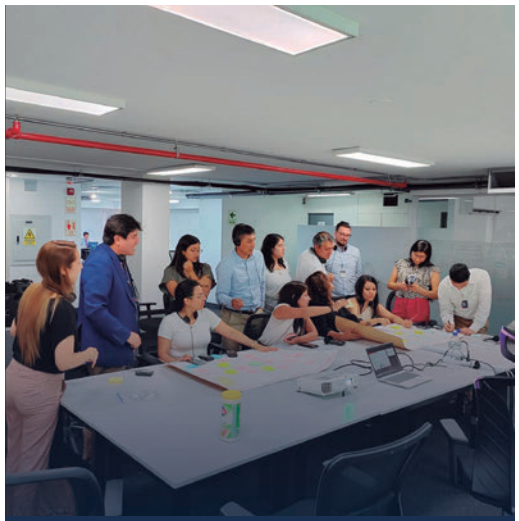
> The social team entered places where families didn't want to listen and **managed to explain the benefits**."

> From the very beginning, from the way you've been working, **I have the expectation that you will deliver excellent works**."

> **Local labour was included** in each work package and treated very well."

BUILDING **NATIONAL CAPACITY**

From the outset, UKDT has delivered a planned and proactive transfer of practical knowledge and skills, through formal and informal support, training and coaching, and the development of technical guidelines and tools.



Training for thousands of officials

More than 3 100 learning sessions totalling 232 000 hours of learning have been delivered to public officials in Peru, through 55 introductory courses and 18 formal multi-module courses developed by the UKDT across a range of critical topics, with more than 68 000 accreditation certificates issued.

A legacy for Peru

ANIIN's online learning portal, supported by UKDT, is helping them become a national centre of excellence, with a resource of 934 training materials and 1 300 hours of learning content, which has already been used by more than 2 500 public officials in Peru.

A library of technical resources

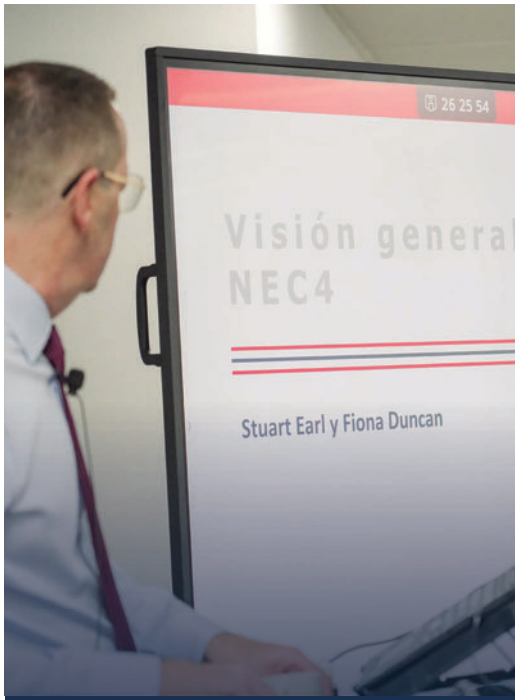
The UKDT has developed and transferred to ANIN hundreds of detailed written technical guidelines and supporting diagrams to enable future major project delivery. This ranges from design guides for schools, health facilities and nature-based approaches to flood protection, to project and cost management and community engagement.

Embedding innovation

UKDT introduced tools and systems aimed at accelerating the delivery of critical public infrastructure and ensuring their quality, while also shaping national standards and approaches. This includes the collaborative NEC contract, Building Information Modelling (BIM), and the Programme Management Office (PMO) approach, which are now built into national law. Digitally managed RIBA design development stages, social cost-benefit analysis and systematic transition to operations were also introduced.

Strengthened institutional capacity

Knowledge, training and embedded systems have supported the establishment of ANIN and transfer of responsibilities from ARCC and other organisations, strengthening decision making and performance.



Long-term benefits to project delivery

The public and private professionals, organisations and companies that UKDT has worked with, trained, guided and supported will be able to deploy this enhanced knowledge and capacity towards the effective delivery of critical public infrastructure across the country for generations to come.

This report has been co-funded by the UK government but does not represent government policy.

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Gleeds is an international construction consultancy with 150 years' experience in the built environment. With over 2 500 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.

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