

Designing urban services to be more environmentally friendly and responsive to citizens' needs

SDL

Context

In Peru's cities, the provision of municipal services continues to face major challenges. The limited capacity of the public sector is mainly reflected in the absence of adequate policies, strategies, tools and resources to strengthen the integrated management of public services. As a result, municipal services often fail to meet citizens' needs and are ineffective in addressing environmental pollution and climate change.

Improving the quality of these services is therefore essential. This can be achieved by adopting modern management approaches that prioritise citizen well-being and climate protection. In doing so, it will be possible to comprehensively modernize service delivery, fully meet the responsibilities assigned under the decentralization framework, and contribute effectively to the achievement of the Sustainable Development Goals and the New Urban Agenda.

Objective

Improve the management of municipal services by incorporating management approaches that ensure user satisfaction and climate protection.

Approach

The project works with five selected cities in coordination with the Secretariat for Decentralization: Arequipa, Cusco, Huamanga, Piura and Trujillo. To improve the management of municipal services, an inter-administrative working group has been set up in each city, which is officially recognized by its authorities

Title	Climate-friendly public services in selected cities - SDL
Country	Peru
Commissioned by	Federal Ministry for Economic Cooperation and Development (BMZ) of Germany
Lead executing agency	Secretariat for Decentralization - Presidency of the Council of Ministers (PCM)
Duration	2022 to 2025

and involves the various administrative units. Together they analyze the current management practices and ways of service delivery of municipal services, with a focus on waste management and public transport. These working groups also facilitate coordination and articulation between the different levels of government and with civil society actors.

The project and its results to date in detail:

1. Implement pilot measures that demonstrate the potential of integrated public service management

Pilot measures were developed and implemented to demonstrate the potential of integrated management of municipal waste management and urban transport services. These measures led to:

- The mobile applications Recicla Trujillo and Arequipa Recicla, which facilitate and promote source segregation and selective collection of recyclable solid waste by enabling more efficient interaction between users, formalised recyclers, municipalities, and private companies.



Photo 1: As part of the project, the management of municipal services is being improved through digitalisation measures.

Photo 2: Female waste pickers have gained access to greater opportunities thanks to the implementation of the Recicla Trujillo pilot measure.

- The Observatory for Sustainable Urban Mobility with a Gender and Inclusive Mobility Approach (OMUS Trujillo), a platform that includes a chatbot called TRUXI, designed to facilitate citizen participation in public transport management.
- The Arequipa Bus mobile application, a route planner that helps public transport users reduce waiting times, congestion at bus stops, and exposure to potentially unsafe environments. The app also contributes to increased user loyalty to public transport.

2. Strengthen methodological frameworks for the integrated management of municipal services

Through the inter-administrative working groups, a Comprehensive Municipal Public Services Management Model has been developed, incorporating the following cross-cutting approaches: citizen orientation, gender and accessibility, quality and process management, strategic collaboration between actors, digital innovation, open government and climate change mitigation. The model is tailored to the needs and capacities of each city and includes an implementation roadmap aligned with

their respective social, political and regulatory contexts, as well as with the processes for planning, designing, managing and evaluating service delivery.

The necessary tools were developed and implemented to operationalize the Integrated Municipal Public Services Management Model in the selected cities.

3. Exchange of best practices between cities and national authorities on integrated municipal management

A Learning Network on the Integrated Management of Municipal Public Services was established and launched under the leadership of PCM. Through this platform, activities are carried out to build capacities and promote the exchange of experiences and best practices. In addition, the guidelines for national competitions that recognize and promote integrated and high-quality municipal service management were created and updated — including the Antonio Brack National Environmental Award (MINAM) and the Public Sector Excellence in Service Quality Competition (PCM).

Published by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Photo credits	Photos ©GIZ/Miguel Zamalloa
	Registered offices Bonn and Eschborn, Germany	Text	Omar Sanchez
	Climate-friendly public services in selected cities - SDL	GIZ is responsible for the content of this publication.	
	Av. Los Incas 172, 5th floor, El Olivar San Isidro, Lima 15073 - Peru E giz-peru@giz.de I www.giz.de/peru	On behalf of	Federal Ministry for Economic Cooperation and Development (BMZ)
As at	May 2025		