



USAID
FROM THE AMERICAN PEOPLE



FOREST CARBON, MARKETS AND COMMUNITIES (FCMC) PROGRAM FINAL REPORT

AUGUST 2015

This publication was produced for review by the United States Agency for International Development.

This publication was produced for review by the United States Agency for International Development by Tetra Tech, through a Task Order under the Prosperity, Livelihoods, and Conserving Ecosystems (PLACE) Indefinite Quantity Contract Core Task Order (USAID Contract No. EPP-I-00-06-00008-00, Order Number AID-OAA-TO-11-00022).

This report was prepared by:

Tetra Tech

159 Bank Street, Suite 300

Burlington, Vermont 05401 USA

Telephone: (802) 658-3890

Fax: (802) 495-0282

E-Mail: international.development@tetrattech.com

www.tetrattechintdev.com

Tetra Tech Contacts:

Ian Deshmukh, Senior Technical Advisor/Manager

Email: ian.deshmukh@tetrattech.com

Forest Carbon, Markets and Communities (FCMC) Program

1611 North Kent Street

Suite 805

Arlington, Virginia 22209 USA

Telephone: (703) 592-6388

Fax: (866) 795-6462

Stephen Kelleher, Chief of Party

Email: stephen.kelleher@tetrattech.com

Olaf Zerbock, USAID Contracting Officer's Representative

Email: ozerbock@usaid.gov

The US Agency for International Development (USAID) has launched the Forest Carbon, Markets and Communities (FCMC) Program to provide its missions, partner governments, local, and international stakeholders with assistance in developing and implementing REDD+ initiatives. FCMC services include analysis, evaluation, tools and guidance for program design support; training materials; and meeting and workshop development and facilitation that support US government contributions to international REDD+ architecture.

FOREST CARBON, MARKETS AND COMMUNITIES PROGRAM FINAL REPORT

AUGUST 2015

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

TABLE OF CONTENTS

| | |
|--|------------|
| TABLE OF CONTENTS | i |
| ACRONYMS AND ABBREVIATIONS | iii |
| EXECUTIVE SUMMARY | vi |
| 1.0 INTRODUCTION | 1 |
| 1.1 PROGRAM STRUCTURE..... | 1 |
| 1.2 FINAL REPORT ORGANIZATION | 2 |
| 2.0 SOCIAL AND ENVIRONMENTAL SOUNDNESS | 3 |
| 2.1 SES ACTIVITIES..... | 3 |
| 2.1.1 Biodiversity Report Series..... | 3 |
| 2.1.2 Legal Literacy..... | 5 |
| 2.1.3 Benefit Sharing..... | 5 |
| 2.1.4 Peru SES..... | 6 |
| 2.1.5 Colombia Safeguards | 6 |
| 2.1.6 SES Capacity-Building Training Series | 7 |
| 2.1.7 Other Learning Products..... | 8 |
| 2.2 SES CONCLUSIONS | 10 |
| 2.2.1 SES SOW Deliverables Related to SES Activities | 10 |
| 3.0 FINANCE AND CARBON MARKETS | 13 |
| 3.1 FCM ARCHITECTURE | 13 |
| 3.1.1 Analysis of Carbon Markets and Options to Finance and Incentivize REDD+ .. | 13 |
| 3.1.2 Accounting Standards for National and Sub-National Market Mechanisms..... | 14 |
| 3.1.3 Capacity Building and Training..... | 15 |
| 3.1.4 Finance and SES..... | 16 |
| 3.2 FCM READINESS | 16 |
| 3.3 FCM CONCLUSIONS..... | 17 |
| 3.3.1 FCM SOW Deliverables Related to SES Activities..... | 17 |
| 4.0 LOW EMISSIONS DEVELOPMENT STRATEGIES | 20 |
| 4.1 HUILA 2050..... | 20 |
| 4.2 GUATEMALA | 22 |
| 4.3 LEDS CONCLUSIONS..... | 23 |
| 4.3.1 LEDS SOW DELIVERABLES RELATED TO LEDS ACTIVITIES..... | 23 |
| 5.0 FOREST AND TERRESTRIAL GHG MEASUREMENT, MONITORING, AND REPORTING | 25 |
| 5.1 MRV ARCHITECTURE..... | 25 |
| 5.1.1 FCMC MRV Manual | 25 |
| 5.1.2 Remote-Sensing Comparison Study | 26 |
| 5.1.3 Spanish Version of the GHGMI REDD+ MRV course..... | 27 |
| 5.1.4 SilvaCarbon Workshops..... | 27 |
| 5.2 MRV READINESS | 28 |
| 5.2.1 Support to Peru’s Forest Monitoring System | 28 |
| 5.2.2 Support to Colombia’s Regional and Community Alert System..... | 29 |
| 5.2.3 Regional Capacity-Building in Peru and Colombia..... | 29 |
| 5.3 MRV CONCLUSIONS..... | 30 |

| | | |
|------------|---|-----------|
| 5.3.1 | MRV SOW Deliverables Related to MRV Activities | 31 |
| 6.0 | CROSSCUTTING ACTIVITIES..... | 33 |
| 6.1 | ALLIANCE FOR GLOBAL REDD+ CAPACITY (AGRC) COMPETENCIES FRAMEWORK | 33 |
| 6.2 | EASTERN AFRICA STUDY..... | 34 |
| 6.3 | SUPPORT TO CENTRAL AFRICA REGIONAL PROGRAM FOR THE ENVIRONMENT (CARPE) | 36 |
| 6.4 | WEST AFRICA MANGROVES..... | 36 |
| 6.5 | NATIONAL CAPACITY ASSESSMENTS FOR PERU AND ECUADOR | 37 |
| 6.6 | SHIFTING CULTIVATION, GENDER, AND REDD+ | 38 |
| 6.7 | CROSSCUTTING CONCLUSIONS..... | 39 |
| 7.0 | OVERALL CONCLUSIONS—CONTRIBUTIONS TO REDD+ DEVELOPMENT AND INTEGRATION | 40 |
| 7.1 | ADAPTIVE PROGRAM MANAGEMENT | 40 |
| 7.2 | MEASURING IMPACT AND UPTAKE..... | 40 |
| 7.3 | CROSSCUTTING ASPECTS OF REDD+..... | 40 |
| 7.4 | DIVERSITY OF PARTNERS..... | 41 |
| 7.5 | PARTNERSHIPS AND “RECIPROCAL LEVERAGING” | 41 |
| 7.6 | GEOGRAPHICAL SPREAD | 42 |
| 7.7 | SHARED LEARNING | 42 |
| 7.8 | VALUE BEYOND REDD+..... | 42 |
| 8.0 | PROGRAM MANAGEMENT..... | 43 |
| 8.1 | TASK ORDER MANAGEMENT | 43 |
| 8.2 | STAFFING STRUCTURE..... | 43 |
| 8.3 | SUBCONTRACTORS | 44 |
| 8.4 | COMMUNICATIONS..... | 45 |
| 8.5 | PERFORMANCE MONITORING..... | 46 |
| | ANNEX 1: FCMC REPORTS | 47 |
| | ANNEX 2: PERFORMANCE MONITORING REPORT | 66 |

ACRONYMS AND ABBREVIATIONS

| | |
|----------|--|
| AGRC | Alliance for Global REDD+ Capacity |
| ANLA | National Authority for Environmental Licenses |
| CAM | <i>Corporación Autónoma de Alto Magdalena</i> |
| CARPE | Central Africa Regional Program for the Environment |
| CATIE | <i>Centro Agronómico Tropical de Investigación y Enseñanza</i> |
| CBD | Convention on Biological Diversity |
| CBMRV | Community-Based MRV |
| CCBA | Climate, Community, and Biodiversity Alliance |
| CDM | Clean Development Mechanism |
| CI | Conservation International |
| CIFOR | Center for International Forestry Research |
| CNCG | Climate, Nature, and Communities in Guatemala Program |
| COP | UNFCCC Conference of the Parties |
| COR | Contracting Officer's Representative |
| COTR | Contracting Officer's Technical Representative |
| DCA | Development Credit Authority |
| DEC | Development Experience Clearinghouse |
| DRC | Democratic Republic of the Congo |
| ECOTRUST | Environmental Conservation Trust of Uganda |
| FCM | Finance and Carbon Markets |
| FCMC | Forest Carbon, Markets, and Communities Program |
| FCPF | Forest Carbon Partnership Facility |
| GEO | Group on Earth Observations |
| GFOI | Global Forest Observation Initiative |
| GHG | Greenhouse Gas |
| GHGMI | Greenhouse Gas Management Institute |

| | |
|-----------|---|
| GIS | Geographic Information System |
| GIZ | <i>Gesellschaft für Internationale Zusammenarbeit</i> |
| GORESAM | Government of San Martin in Peru |
| ICAA | Initiative for Conservation of the Andean Amazon |
| IDEAM | Colombian Institute for Hydrology, Meteorology and Environmental Studies |
| IPCC | Intergovernmental Panel on Climate Change |
| IQC | Indefinite Quantity Contract |
| IR | Intermediate Result |
| IUCN | International Union for Conservation of Nature |
| JNR | Jurisdictional and Nested REDD+ |
| LEDS | Low Emission Development Strategy |
| LISA-REDD | Learning Initiative on Social Assessment |
| LULUCF | Land Use, Land Use Change, and Forestry |
| MADS | Colombian Ministry of Environment and Sustainable Development |
| MARN | Guatemalan Ministry of Environment and Natural Resources |
| MGD | Methods and Guidance Documentation |
| MINAM | Peruvian Ministry of Environment |
| MRV | Measurement, Reporting and Verification |
| NASA | National Aeronautics and Space Agency |
| NBSAP | National Biodiversity Strategy and Action Plan |
| NGO | Nongovernmental Organization |
| NRM | Natural Resource Management |
| NRTM | Near-real Time Monitoring |
| PES | Payment for Environmental Services |
| PLACE | Prosperity, Livelihoods, and Conserving Ecosystems (PLACE) Indefinite Quantity Contract |
| PMP | Performance Monitoring Plan |
| R-PP | Readiness Preparation Proposals |
| RECOFTC | Center for People and Forests |
| REDD+ | Reducing Emissions from Deforestation and Degradation “Plus” |
| REDD+ SES | REDD+ Social and Environmental Soundness Initiative |
| RSAP | REDD+ Strategies and Action Plan |
| SDCG | Space Data Coordination Group |

| | |
|---------|--|
| SES | Social and Environmental Soundness |
| SOW | Statement of Work |
| TFA | Tropical Forest Alliance |
| TO | Task Order |
| UMD | University of Maryland |
| UN-REDD | United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries |
| UNEP | United Nations Environment Program |
| UNFCCC | United Nations Framework Convention on Climate Change |
| USAID | United States Agency for International Development |
| USFS | US Forest Service |
| USGS | US Geological Survey |
| USG | United States Government |
| VCS | Verified Carbon Standard |
| WCMC | World Conservation Monitoring Center |
| WRI | World Resources Institute |
| WWF | World Wildlife Fund |

EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) Forest Carbon, Markets and Communities program (FCMC) ran from March 2011 to August 2015. The program supported USAID’s involvement in Reducing Emissions from Deforestation and Degradation “Plus”¹ (REDD+), an element of the United Nations Framework Convention on Climate Change (UNFCCC). FCMC had five components, or “Task Areas”:

1. **Social and Environmental Soundness (SES);**
2. **Finance and Carbon Markets;**
3. **Low Emissions Developments Strategies;**
4. **Forest and Terrestrial Greenhouse Gas (GHG) Measurement, Monitoring, and Reporting (MRV); and**
5. **Crosscutting Issues and Collaboration.**

The program produced more than 150 technical reports, deliverables, and background papers comprising demand-driven analytical work, manuals, training materials, and informational products (listed in Annex 1 and many of which are available at <http://rmportal.net/library/content/fcmc>).

SOCIAL AND ENVIRONMENTAL SOUNDNESS (SES)

The Social and Environmental Soundness (SES) Task benefited from an expert’s workshop to define the REDD+ SES priorities and identify the priorities for the program of work during the life of project. The results of that program of work are presented in the following pages and sections. By bringing together a diverse group of stakeholders at the outset of the program, the SES program of work was able to be strategic and address needs and gaps identified by policy makers, practitioners and those intended to benefit from REDD+ on the ground. The key questions that were identified for the SES Task were: What is social and environmental soundness? How does it apply to REDD+? What are the gaps in knowledge and practice and how can FCMC address these?

SES in development programs and projects broadly (not just REDD+) refers to the solid, comprehensive consideration and incorporation of social and environmental issues into program design and implementation, based on sound processes and analyses. With respect to REDD+ this includes attention to social and environmental safeguards and standards, multiple social and environmental benefits (REDD+ co-benefits) and benefit sharing, social and environmental impact assessments and evaluations, governance, land and resource tenure, carbon rights and human rights, conserving natural capital, building social capital, and sustainability. SES incorporates systems approaches to understanding complex human societies and ecosystems at various scales. REDD+ activities began to increasingly focus on SES issues after 2010, when at the Cancun meeting of the UNFCCC, agreement was reached on seven safeguards for REDD+.

Within FCMC, the cross-cutting issue of gender was incorporated into the SES Task. Gender issues are not only part of broader equity issues, but appropriate integration of gender issues contributes to enhanced effectiveness and efficiency of development programs. The SES activities and analyses, including workshops, all took into account gender considerations.

¹ The full wording of the “plus” formulation is “... reducing emissions from deforestation and forest degradation in developing countries, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries.”

Another challenge that FCMC set out to better understand and inform was the perceived, or actual, competition among REDD+ stakeholders, both government and non-government, for access to and control over resources and related REDD+ benefits and how these benefits, and risks, are distributed across various stakeholders.

The initial FCMC SES workshops identified the importance of learning from closely related practices such as community forestry, and from the body of knowledge on how policy and governance failures drive deforestation and forest degradation. Human rights, tenure rights to land and natural resources, and the emerging field of carbon rights were addressed at the initial workshop and integrated into the FCMC work program as was the need for legal literacy, awareness-raising and advocacy on rights and implications of REDD+ options.

FINANCE AND CARBON MARKETS (FCM)

Early financing for REDD+, beyond capacity building, has been slow to materialize. This is compounded by slow progress in UNFCCC REDD+ finance negotiations resulting in a need to focus on the broader set of tools required to achieve financing for REDD+. This includes exploring incentives at the national policy level, including possibilities such as taxation and regulation of agricultural and other land uses. Reducing agricultural causes of deforestation was addressed by FCMC in a series of studies in support of the public/private Tropical Forest Alliance (TFA) 2020. The studies on oil palm, soy, and cattle in Africa and Latin America identified the types of incentives and institutional support needed to reduce deforestation from these enterprises.

Accounting standards at subnational (jurisdictional) level are critical to national REDD+ accounting for emissions trading. FCMC provided technical support to the development of the Forest Carbon Partnership Facility's (FCPF's) and the Verified Carbon Standard's (VCS's) jurisdictional frameworks through analyses and participation in forums. In addition, FCMC assisted the REDD Desk in developing and maintaining webpages on standards and methods to assist non-experts in navigating these complex and evolving topics.

Another capacity-building effort, co-funded with the Climate and Land Use Alliance, is a guide to understanding land use in UNFCCC, supported by a series of webinars. Similarly, capacity of government negotiators and others was improved at regional workshops on REDD+ finance in Panama and in the Congo Basin. The FCM Task also addressed finance-related aspects of SES by contributing to a series of analyses and roundtables on donor issues related to safeguards.

REDD+ Readiness work focused on Colombia through an assessment of ability to access results-based finance and use of "green bonds" as an alternate market mechanism. FCMC also assisted USAID's Development Credit Authority to develop and deliver a loan guarantee for Colombia's REDD+ projects, and supported USAID and State Department requests for additional analyses, some presented at prominent international events, on markets and incentives related to forest carbon.

LOW EMISSIONS DEVELOPMENTS STRATEGIES (LEDS)

While work done under the other task areas also supported elements of low emission development work, this task focused on capacity needs to address key areas of emissions from land use. The LEDS Task revolved around two country-specific interventions in Latin America because of strong support from the respective USAID Missions. In Colombia, FCMC assisted the province of Huila in climate change planning; in Guatemala, LEDS support contributed to meeting UNFCCC commitments.

The Huila work culminated in a provincial Climate Change Action Plan, which serves as a model for Colombia as a whole. Numerous analyses, workshops, and training activities contributed to the planning process, including MRV aspects, analysis of policy effectiveness vis-à-vis GHG, financing arrangements, and a climate vulnerability analysis. A Huila Departmental Climate Change Council was established to support plan implementation, which is recognized as a model by the national government.

In Guatemala, while the objective was increasing the capacity of the government and responsible agencies to better achieve UNFCCC reporting commitments, FCMC also contributed to the development of the necessary institutional frameworks to support sustainability for GHG inventory in energy and land use sectors. Cost-effective options were identified and capacity increased for GHG assessments for mitigation in these sectors with FCMC support as well as for the manufacturing, transportation and agriculture sectors with co-funding implemented through WWF.

FOREST AND TERRESTRIAL GHG MRV

A significant contribution was development of an “MRV manual,” which had two iterations to allow time for testing and incorporating feedback in an improved final version. The manual did not repeat existing guidance, but rather filled gaps where possible to enable national “practitioners” (whether policy or technical) to understand and comply with REDD+ requirements better. In particular, the manual summarizes technical issues, provides information on satellite monitoring of land cover as well as community-based monitoring and has a checklist for developing sustainable MRV. A summary for decision-makers was also developed.

Several methods exist, developed by different institutions, for “semi-automated” assessment of land cover based on satellite data. FCMC compared three of these methods and implications for REDD+ compliance. While the intention was not to establish a best practice, the resulting publications will assist practitioners in understanding the advantages and limitations of different methods. FCMC also contributed to a series of seven workshops around the world organized by the SilvaCarbon and Global Forest Observation Initiative (GFOI). These workshops advanced technical aspects of MRV related to GHG and forest inventory.

In Peru, FCMC worked with other institutions and government technicians to develop and validate a high-quality deforestation map covering the period 2000–2013, while in Colombia a regional and community alert system was developed. The latter built capacity to provide alerts on deforestation, fire risk, and fire occurrence. Capacity-building in Peru focused on how decentralized governance and reporting systems could best contribute to MRV.

CROSSCUTTING ISSUES AND COLLABORATION

FCMC worked with the partners that constitute the Alliance for Global REDD+ Capacity (AGRC) to conceptualize and document a user-friendly competencies framework for knowledge and skills needed to engage in REDD+. Such a framework is critical to capacity-building that allows all stakeholders (from indigenous groups to national politicians) to engage sufficiently in the technically complex concepts and requirements for REDD+.

Three activities in different regions of Africa provided new REDD+ insights and synergies related to ongoing programs and potential new initiatives. For Central Africa, a workshop established how to better integrate national REDD+ and LEDS initiatives into USAID’s multi-country and multi-partner Central Africa Regional Program for the Environment (CARPE). In West Africa, FCMC convened regional stakeholders and global expertise to understand the importance of mangrove forests to REDD+ and to catalyze future actions to incorporate them into REDD+ and other conservation programs. Finally, a study in eastern Africa looked at established forest carbon projects that work with farmers, to analyze the impact of carbon credits in relationship to other environmental and social co-benefits arising from such projects.

CONCLUSIONS

Each Task Area Section in this report presents conclusions relevant to the topic. In addition, several general conclusions provide insight into program operations and future development of REDD+.

- A major success of FCMC was its ability to bring together diverse partners and leverage funding and technical expertise reciprocally to meet shared goals.

- REDD+ engages high-level technocrats from disparate fields (especially FCM and MRV), which emphasizes the need to integrate the different strands in ways that are comprehensible to all stakeholders (from peasant to plutocrat).
- The thematic areas of REDD+ (and Task Areas of FCMC) have relevance to other land use, development and conservation initiatives that integrate with or go beyond REDD+. For example, MRV skills help with forest inventory capacity and land use planning; LEDS approaches are important for all aspects of climate change mitigation beyond only the land-use sector; FCM with development of robust valuation and benefit-sharing mechanisms; and SES frameworks can be adapted and applied to diverse land use and development program.

I.0 INTRODUCTION

I.1 PROGRAM STRUCTURE

Tetra Tech was awarded the three-and-one-half year Forest Carbon, Markets, and Communities Program (FCMC) Task Order (TO) by the United States Agency for International Development (USAID) in late March 2011. No-cost extensions enabled the program to continue through August 2015. FCMC was awarded to Tetra Tech as an activity under the Prosperity, Livelihoods, and Conserving Ecosystems (PLACE) Indefinite Quantity Contract (IQC).

The program supported implementation of the U.S. national Reducing Emissions from Deforestation and Degradation “Plus”² (REDD+) Strategy by building capacity of USAID/Washington and USAID Missions to design and implement REDD+ architecture and readiness activities. This was to be achieved through building the capacity of host-country governments and civil society, and through implementing demand-driven pilot activities in USAID REDD+ priority countries. International REDD+ governance falls under the United Nations Framework Convention on Climate Change (UNFCCC).

As originally conceived, FCMC had four components or Technical Task Areas:

1. **Social and Environmental Soundness (SES);**
2. **Finance and Carbon Markets (FCM);**
3. **Low Emissions Developments Strategies (LEDS);** and
4. **Forest and Terrestrial Greenhouse Gas (GHG) Measurement, Monitoring, and Reporting (MRV).**

A fifth Technical Task Area, **Crosscutting Issues and Collaboration**, was added early in implementation to cover demand for emerging activities that cut across two or more of the original tasks. The TO tasks addressed two of USAID’s desired Intermediate Results (IRs), one for development of international REDD+ architecture and one for country-level REDD+ readiness, as shown in Figure 1 (next page).

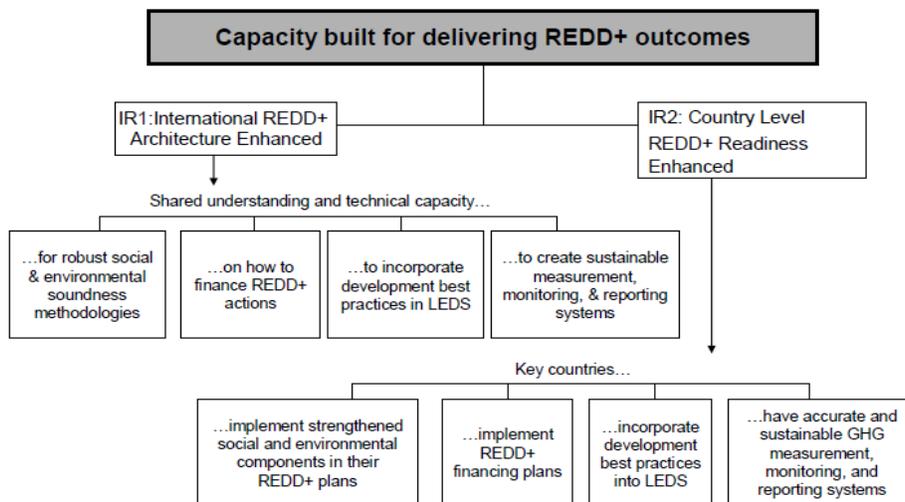
The TO statement of work (SOW) and related Tetra Tech proposal envisaged FCMC, to a significant extent, as a pre-determined series of activities, results, and deliverables under each component. In practice, many activities were completed as demand-driven elements responsive to USAID’s needs, and some activities were not pursued in entirety due to the following factors.

1. The FCMC SOW was structured in a way that would have allowed it to contribute to the implementation of the American Clean Energy and Security Act (Waxman-Markey bill), with provisions for a GHG cap and trade system, as well as the generation and trade of forest carbon credits from developing countries. In the end Congress did not approve the bill although FCMC was able to contribute to REDD+ architecture and implementation according to the policies and programs in place, including training USAID, in-country stakeholders, and other partners on this emerging system. Thus, even though REDD+ architecture was slow to evolve, progress was made and FCMC was able to adapt and contribute to international REDD+ architecture and country-led implementation.
2. Work requests of the type anticipated in the SOW from particular USAID/Washington operating units, or country or regional Missions, to develop and implement a specific activity were not initially forthcoming. Some that did emerge had different emphases, although within the REDD+ sphere.

² The full wording of the “plus” formulation is “... reducing emissions from deforestation and forest degradation in developing countries, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries.”

Thus, FCMC provided an opportunity to be demand-driven, opportunistic, and adaptable based on the needs and interests of various USAID Missions and bureaus, including E3 and the Forest and Biodiversity and Global Climate Change Office, the Latin America and Caribbean (LAC) and Africa Bureaus, and the E3 Gender Equality and Women’s Empowerment Office.

Figure 1. The FCMC Results Framework as Conceived in the TO SOW



USAID’s Contracting Officer’s Representative (COR) guided FCMC’s evolution, with the support of “task leads” in the USAID/Washington Forestry and Biodiversity and Global Climate Change offices. The SOW nonetheless recognized the indicative nature of the deliverables and the need for flexibility during implementation; and each task’s IR had a built-in deliverable that stated *Subject to the availability of funds, the Contracting Officer’s Technical Representative (COTR [now COR]) may request additional deliverables post-award that may enhance the FCMC Program.* Overall, however, FCMC remained broadly within the TO structure presented in Figure 1, which is used to structure this Final Report.

I.2 FINAL REPORT ORGANIZATION

The report’s following five sections (2.0 to 6.0) present summaries of each of the five Technical Task Areas. In all sections, the Conclusions sub-section provides Task outcomes/results as stated in the TO SOW for reference, as well as specified TO deliverables, which are aligned with relevant actual major deliverables in each case. TO deliverables that were not pursued as the program evolved are indicated as such.

General conclusions are presented in Section 7.0, which summarize the contributions made by FCMC to USAID, and the broader USG and partners’ involvement in REDD+ at international, regional, national, and local levels and takes a forward look at how these contributions can have continuing relevance and value. These overall conclusions were refined in a participatory workshop with USAID and FCMC staff in early May 2015.

Section 8.0 briefly describes program management, including the FCMC Performance Monitoring Plan (PMP), and is followed by annexes elaborating all FCMC deliverables and detailing the final half-year and life-of-program PMP.

2.0 SOCIAL AND ENVIRONMENTAL SOUNDNESS

The concept of “soundness” infers robust social and environmental analyses, processes, and actions for program and project design and implementation that enhance social and environmental outcomes or mitigate negative social and environmental impacts. REDD+ needs to address many issues, including land and carbon tenure, gender, human rights, democracy, governance, and benefit sharing that emerge in specific contexts. REDD+ must equitably engage stakeholders, especially local communities living in or near forests, as well as government and private sector stakeholders and investors.

FCCM advanced under the overarching principle that REDD+ initiatives should, at a minimum, “do no harm” to forest-dependent communities or the environment, while taking into account the view of many stakeholders that REDD+ can and should do more (i.e., “do good”) by reducing poverty and/or improving environmental benefits in addition to its goal of reducing emissions. FCCM was also cognizant that REDD+ brings risks and opportunities for rural populations, especially indigenous peoples, women, and other marginalized populations, and requires social and environmental safeguards, standards, guidelines, and tools to manage those risks.

The SES task team benefited from an initial workshop where the issues defined above were discussed and integrated into a program of work that was followed, with some adaptation, during the life of FCCM. A formative three-day international experts meeting on the *Social Dimensions of REDD+*, held in October 2011 with 40 experts, covered key issues related to social soundness of REDD+, along with other meetings, which laid out the roadmap for FCCM SES activities. The workshop was followed by a public forum on the same topic, at the Woodrow Wilson Center in Washington, DC. The results were further presented and discussed at a U.S. State Department and USAID side event, *Seeing the People with the Trees*, during the UNFCCC Conference of the Parties (COP) in Durban, South Africa.

This Section is organized first around a narrative of the suite of activities conducted (Section 2.1) as they often overlap IR1, Architecture, and IR2, Readiness, aspects. After this narrative, major outputs (deliverables) are attributed to the IRs for formal reporting purposes (Section 2.2).

2.1 SES ACTIVITIES

2.1.1 BIODIVERSITY REPORT SERIES

REDD+ has the potential to deliver significant benefits to biodiversity by protecting and restoring tropical forests worldwide. Whether or not REDD+ will deliver biodiversity benefits depends on the policies that guide the design and implementation of REDD+ activities, and how these policies are applied in practice. To understand the relationship between biodiversity protection and REDD+ better, FCCM conducted analyses on how biodiversity issues are currently being addressed in three emerging areas:

1. REDD+ and Biodiversity Conservation: Approaches Experiences and Opportunities for Improved Outcomes;

2. A Review of the Biodiversity Goals and Proposed Monitoring Methods in National REDD+ Programs; and
3. A Review of the Biodiversity Goals, Monitoring Methods, and Short-Term Impacts of Forest Carbon Projects.



The main findings of **safeguards for biodiversity in REDD+** are:

- UNFCCC safeguards are an important opportunity for biodiversity conservation as REDD+ provides opportunities to contribute to conservation efforts, but are formulated at a high level and provide little guidance on the types of biodiversity goals, conservation actions, or monitoring methods.
- The Convention on Biological Diversity (CBD) advice on REDD+ is more detailed than the UNFCCC safeguards for biodiversity.
- Safeguard frameworks outside UNFCCC can assist REDD+ proponents to develop and implement REDD+ activities that achieve strong social and environmental performance.
- Implementation of REDD+ programs or projects is often shaped by the policies of funders, including USAID, the Global Environment Facility, International Finance Corporation, and the World Bank.

The main findings of **national REDD+ programs and biodiversity conservation** are:

- Most national-level REDD+ Readiness Preparation Proposals (R-PPs) and United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD) documents contain only preliminary (and high-level) information on how they will address biodiversity issues.
- Specific policies and measures to conserve biodiversity through REDD+ were not mentioned in most of the R-PPs or UN-REDD Programme documents reviewed.
- Although there are clear synergies among REDD+, CBD monitoring, and several of the CBD Aichi targets³; few countries indicate they are taking advantage of these synergies.
- Shared monitoring of biodiversity for both REDD+ and National Biodiversity Strategies and Action Plans (NBSAPs) is an opportunity to improve safeguard information systems for REDD+ and CBD.
- Countries reviewed describe sub-national activities as part of their REDD+ programs, yet only Peru has details on how these could contribute to national biodiversity goals or monitoring.

The main findings of **biodiversity conservation in forest carbon projects** are:

- All projects reviewed described biodiversity goals but the types of goals and level of specificity differed substantially across projects.
- Forest carbon projects can play an important role to support national biodiversity goals and help countries meet their CBD commitments.

FCMC PRESENTED ON THE LINKS BETWEEN REDD+ AND THE AICHI BIODIVERSITY TARGETS, COSTA RICA



³ CBD established the Aichi targets in to guide conservation from 2011–2020 Conference of Parties in the Japanese city of Aichi in 2010.

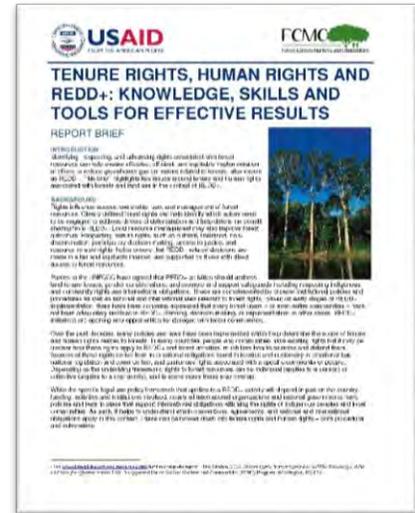
- Most projects reviewed claim that biodiversity benefits had been achieved, although monitoring methods varied substantially.

FCMC presented these findings at relevant fora including the CBD/United Nations Environment Program-World Conservation Monitoring Center’s (UNEP-WCMC) Inter-regional Capacity-Building Workshop on REDD+ and Aichi Biodiversity Targets in Costa Rica in August 2014. FCMC also organized subsequent presentations on the topic together with the CBD Secretariat and UNEP-WCMC at the Global Landscapes Forum alongside UNFCCC COP 20 in Lima in December 2014, and online via a Spanish-language webinar hosted by the Inter-American Development Bank in February 2015.

2.1.2 LEGAL LITERACY

Respecting human rights helps ensure that REDD+-related decisions are made in a fair and equitable manner. For example, clearly defined land rights can help identify which actors are necessary to address drivers of forest change. Moreover, clarity around forest resources rights—decision making, ownership, and use rights—potentially enhances long-term sustainability and facilitates equitable benefit sharing. Local management of natural resources in a broader agroforestry/forest mosaic landscape, through community-based or other arrangements, may even improve forest outcomes.

However, in many countries, individuals and communities have a number of rights on paper, but may be unaware of these rights and how they apply to REDD+ and forest-related activities, or how they might be exercised and defended. Similarly, governments, donors, and potential carbon credit buyers may be unaware of their responsibilities to uphold these rights. To help bridge this knowledge gap, FCMC prepared a comprehensive analysis and accompanying brief on *Tenure Rights, Human Rights and REDD+: Knowledge, Skills, and Tools for Effective Results*. The resulting report documents key concepts and legal and policy benchmarks; outlines technical elements of rights associated with REDD+, options, and examples of asserting these rights; and lists tools and resources available for additional information. A brief was translated into French and Spanish and presented and/or distributed at the regional SES capacity-building training workshops.



2.1.3 BENEFIT SHARING

As REDD+ implementation progresses, governments and communities are developing systems to help understand and manage benefits that are supposed to accrue from REDD+ schemes. REDD+ is not the first context in which benefit sharing is an explicit outcome. There is a rich history of benefit sharing in mining, forestry, and other areas of natural resource management (NRM). There are, however, peculiarities associated with REDD+ such as results-based payments and distinctions between monetary and non-monetary benefits that differ from other benefit-sharing schemes.

FCMC AND THE FORESTS DIALOGUE ON REDD+ BENEFIT SHARING



To help governments and communities develop benefit-sharing systems for REDD+ and draw lessons from experience in other sectors, FCMC analyzed **options for benefit sharing options for REDD+**. The analysis offers policymakers and stakeholders benefit-sharing design considerations that focus specifically on outcome-driven incentives—as opposed to benefit sharing for policy reforms or public sector programs—based on three different models: payments for services, managed funds, and collaborative resource management. The report also provides a series of steps to help structure benefit-sharing arrangements for effective incentives to improve REDD+ outcomes. The report was presented at the Congo Basin Forest Partnership/U.S. Forest Service (USFS)/FCMC workshop for “National REDD+ Negotiators and Civil Society” held in Brazzaville in October 2014. It was also presented at the Africa regional SES training workshop in Zambia in February 2015.

2.1.4 PERU SES

In 2012, the regional Government of San Martin in Peru (GORESAM) decided to implement REDD+ SES, a global initiative managed by Climate, Community, and Biodiversity Alliance (CCBA) and CARE to provide guidelines for social and environmental standards in its REDD+ readiness process. As a result of the advances made by San Martin on REDD+, Peru’s Ministry of Environment (MINAM) established a partnership for REDD+ readiness with GORESAM.

In 2013, FCMC was requested to provide technical support through CI–Peru to both the national and regional governments to help build a process for reporting on how safeguards are being addressed and respected, including development of a safeguard information system. Given the advances made at the regional level of San Martin, FCMC helped facilitate coordination between the regional and national government agencies, and leverage regional experience to help build safeguard capacity within MINAM.

FCMC supported this work from mid-2013 to early 2015. The main outcomes achieved include:

1. Consideration of the regional government’s inputs at the national level, such as the creation of a safeguard platform;
2. MINAM engagement with priority REDD+ regions (subnational governments) to help design the national safeguard information system;
3. National recognition of the San Martin region as a pilot for the development of REDD+ safeguards;
4. Collaborative development of capacity-building materials by MINAM and GORESAM; and
5. Creation of the San Martin Regional Safeguard Committee, the first one of its kind in Peru.

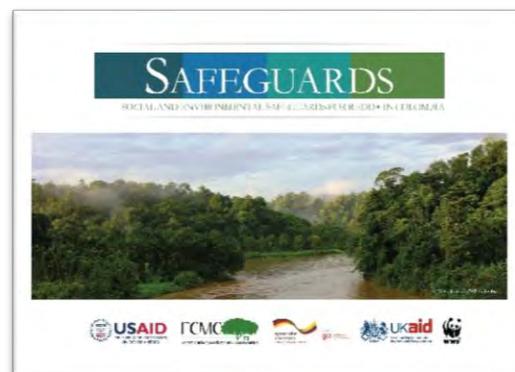
The committee will create a platform for dialogues on safeguard issues among regional stakeholders, help GORESAM assess how safeguards are addressed and respected in San Martin, and provide inputs for national reports as specified by UNFCCC decisions. A national safeguard group is also being designed, based on San Martin’s experience. This activity has provided the Peruvian government with important inputs to continue working on REDD+ safeguards, including the design and implementation of a safeguard information system.

2.1.5 COLOMBIA SAFEGUARDS

FCMC supported the Colombian Ministry of Environment and Sustainable Development (MADS) to develop a national REDD+ safeguard system framework. An advisory committee guided the work, which included representatives from MADS, Ministry of Interior, Public Defender Agency, *Procuraduría* (national ombudsman agency), relevant research institutions, nongovernmental organizations (NGOs), and Afrodescendent and indigenous organizations with links to grassroots organizations in the Pacific and Amazon regions (the two initial sub-regions identified as Forest Carbon Partnership Facility (FCPF) REDD+ pilots under Colombia’s nested REDD+ program).

The activity resulted in a guiding document on *Social and Environmental Safeguards for REDD+ in Colombia*. This process and final document were presented in four stages:

1. Establishing a baseline, including a review of national and international legislation on the issue;
2. Developing proposed principles and criteria relevant to the national context;
3. Defining principles and criteria for Colombia; and
4. Providing overall recommendations for elaborating the safeguard information system for Colombia.



Key issues were identified during the development process, secondary information was collected, experiences were shared, and legal issues were analyzed to formulate a set of principles and criteria that seek to counteract identified risks and bolster benefits for developing REDD+'s initiatives in Colombia. Documentation on the process was provided to the Colombian government, community organizations, civil society, and other key stakeholders involved in REDD+ initiatives, as a working tool for facilitating processes and supporting the development of similar initiatives.

2.1.6 SES CAPACITY-BUILDING TRAINING SERIES

In all, there were four regional SES training workshops: one in Bangkok for the Southeast Asia region in November of 2012; one in Brazzaville for the Central Africa/Congo Basin in October 2014; one in Lima for the Initiative for the Conservation of the Andean Amazon (ICAA) countries (Peru, Colombia, Ecuador) in November of 2014; and one in Zambia for Eastern, Southern, and West African participants in February 2015.

These activities were formal training workshops, allowing USAID staff participants to gain training credits. They also afforded opportunities for knowledge sharing and learning among various stakeholder groups, on national, regional, institutional, local scales. Although the objectives were similar, intensive consultation between USAID/Office of Forestry and Biodiversity and FCMC took place in the lead up to each workshop to ensure that the overall SES messages, tools, and materials were tailored to realities and needs of the given regional audience, and adapted to take into account evolving decisions and experiences in the SES space. These activities involved close collaboration with the USFS, a partner in two of the four workshops, and the facilitator funded by the USFS.

Given the training workshops were iterative, building on and adapting from the prior workshops, the final Zambia workshop objectives represent in summary what these workshops achieved. The overall goal was to enhance the social and environmental integrity of the work of USAID and partners in Eastern and Southern Africa (and West Africa, Central Africa, and the Andean and Southeast Asia regions) on REDD+ and related programs. Specific objectives were to:

- Learn about and share global, regional, and national policies, principles, practices, and lessons related to integration of social and environmental considerations in REDD+ and related NRM sectors.
- Identify the gaps, follow-on opportunities, and priority next steps in application of the principles, practices, and lessons to enhance the social and environmental aspects of NRM programs, including REDD+, in participant countries.

Participant evaluations of the workshops frequently noted that they learned new information and looked forward to applying the new knowledge when they returned to post.

2.1.7 OTHER LEARNING PRODUCTS

The SES task developed several key learning capacity-building initiatives and products to enhance understanding and application of social and environmental elements into REDD+ strategies, policies, and pilots. FCMC also supported other and alliances that work to provide SES in their work. Catalytic support to the Alliance for Global REDD+ Capacity is detailed in Section 6.0 as a crosscutting task.

LISA-REDD

FCMC supported a workshop for the Learning Initiative on Social Assessment (LISA-REDD). LISA-REDD was formed in 2011 by a consortium of international organizations including CARE International, CCBA, CI, the Center for International Forest Research (CIFOR), Forest Trends, the Overseas Development Institute, and the International Institute for Environment and Development. USAID and FCMC were also founding partners. The objective of LISA-REDD is to develop new methodologies, tools, and guidance on assessing and monitoring the social impacts of national REDD+ programs. To support the initiative further, FCMC convened an Experts' Meeting in Nairobi, Kenya in May 2012 that characterized different methods and tools for social impact assessment of national REDD+ programs, developed an approach to select the most appropriate methods and tools for a given need and context, and produced a roadmap for piloting appropriate methodologies with receptive countries.

LESSONS LEARNED FROM COMMUNITY FORESTRY AND THEIR RELEVANCE FOR REDD+: REVIEWING COMMUNITY FORESTRY PRACTICES APPLICABLE TO REDD+

FCMC conducted a series of studies reviewing lessons applicable to REDD+ from the last 30 years of community forestry policy and practice. REDD+ is a NRM strategy with a focus on climate change mitigation; however, it builds on the practices, successes, and failures of the full body of NRM experience, including community forestry. Community forestry management practices and policies have, by definition, an underlying social and environmental component. USAID and FCMC wanted to mine this discipline to inform ongoing REDD+ processes involving community or other sub-national scales.

Studies were commissioned for Africa, Asia, and Latin America as well as a global synthesis report and brief. Each study focused on six common topics: community, empowerment and tenure, governance and stakeholder engagement, benefits and incentives, capacity building, and scaling up and long-term sustainability. As expected, the studies showed that community forestry experiences provide a rich source of information and analysis pertinent to for REDD+ policymakers and practitioners. The studies concluded that overall, community forestry has positive outcomes relevant for REDD+, including:

- Improved forest management and forest conditions, particularly when compared with forests managed exclusively by the state;
- Improved or maintained local access, use, and/or benefits of the forest, whether in direct terms (resources or revenue) or indirect terms (improved hydrology, increased crop or livestock yields), and ensured access by different user groups, such as farmers, herders and nomadic pastoralists, hunter-gatherers, and indigenous peoples;
- Improved forest governance by promoting transparency, accountability, and autonomy in local decision making and reducing unregulated forest use;
- Support of important trends toward decentralization and devolution; and
- Increased community and individual skills and capacity.

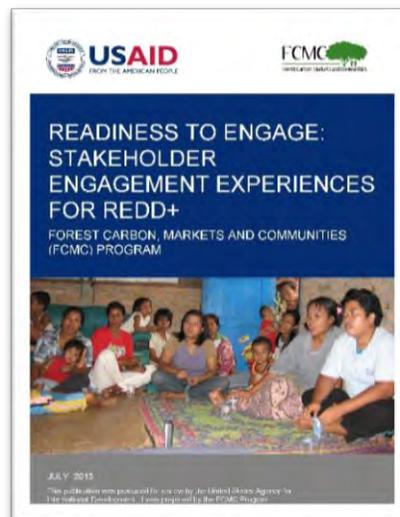
Because of these recorded successes, community forestry is an attractive delivery mechanism for REDD+ that can reduce deforestation while delivering social, economic, and environmental benefits. South America has advanced many REDD+ pilots and there are a modest number of REDD+ pilot initiatives in Africa and Asia. The studies found that REDD+ is sometimes welcomed by civil society, but there are also fears that REDD+ will disenfranchise local communities if proper safeguards are not incorporated. Some vulnerable populations and NGOs view REDD+ with suspicion, and fear that its implementation will revert to old-style

“command and control” management regimes that marginalize them. Women also risk marginalization if their concerns and priorities regarding forest management are not addressed.

ENGAGING STAKEHOLDERS

Stakeholder engagement in REDD+ is a vital theme to explore, given that success or failure of REDD+ is likely to hinge on ensuring equitable and transparent public participation in policy and project development and implementation. To this end, FCMC commissioned a study entitled *Readiness to Engage: Stakeholder Experiences for REDD+*. The study looks at national and subnational stakeholder engagement practices and lessons learned for REDD+. It also provides insight and recommendations on how stakeholder engagement can be enhanced through the various REDD+ processes. The main conclusions and recommendations are:

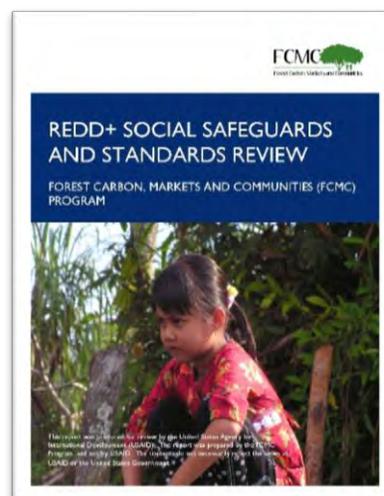
- **Recognize stakeholder diversity and hear the voices** of forest-dependent and vulnerable groups.
- **Support capacity building for facilitators and stakeholders**, including for specific groups, and provide scalable donor support for local capacity building.
- Develop or adapt **methods to maximize stakeholder engagement** that are more creative, diverse, and applicable to a broader range of stakeholders.
- **Continue donor support for stakeholder engagement**, but recognize that donor requirements and guidance are often insufficient for governments to include stakeholder engagement routinely.
- **Governments should address procedural rights** of stakeholders to be informed; engage with stakeholders on general topics; and progress to stakeholder engagement on issues of **substantive rights** to land, resources, livelihoods, and other potential REDD+ benefits.
- **Improve documentation and monitoring of stakeholder engagement experiences, lessons learned, and promising practices** for REDD+ to match REDD+ requirements.



These findings and recommendations/outcomes were presented and further discussed in each of the regional REDD+ SES workshops so that participants could explore their experiences and approaches to stakeholder engagement in more context-specific details.

UNDERSTANDING SAFEGUARDS AND STANDARDS

One challenge faced by stakeholders is the myriad requirements and approaches to engage in REDD+. Various bilateral and institutional supporters of REDD+ processes have specific requirements that countries must apply to be eligible for funding and/or technical support. This lack of uniformity is challenging when many ministries and agencies developing and implementing REDD+ have limited capacity, and are challenged to understand and apply several methodologies that are similar in objectives, yet unique in approach. To help stakeholders address this issue, FCMC commissioned a *REDD+ Social Safeguards and Standards Review* to assist implementers and policymakers understand and compare different approaches to social safeguards and standards for REDD+. The resulting paper reviews the safeguards and standards systems of multilateral and bilateral approaches as well as nongovernmental and other REDD+ initiatives against specific criteria for how particular safeguards and standards address different social issues pertinent to REDD+.



2.2 SES CONCLUSIONS

SES was a prolific Task Area throughout FCMC. This blossoming is attributed to many factors, most importantly the real need and demand from REDD+ stakeholders to understand SES concepts and practices better, a supportive Task Manager from USAID/Washington, and an equally knowledgeable and engaged SES Task Lead. The initial experts' workshops largely set the agenda and priorities for SES, with requisite adjustments and adaptations applied over the life of project. The overall workshop results concluded that the development of viable REDD+ initiatives calls on REDD+ donors and implementers to understand the multiplicity of human uses of – and values attached to – forests, among the wide diversity of stakeholders. Social differences – in culture, ethnicity, social class and wealth, and gender among different Indigenous Peoples and other local communities – affect how people interact with forests and how forests can serve human needs. FCMC went on to specifically address the needs for gender inclusion and respect for indigenous knowledge in several of its publications, such as the Shifting Cultivation, Gender and REDD+ report. Actors working in the REDD+ sphere must fully address and incorporate the social dimensions of REDD+ if REDD+ is to succeed. The experts at the workshop identified the need for considerable research on these topics. It was identified as important to build on past lessons learned and their relevance for REDD+, which resulted in FCMC work on issues like the Community Forestry and REDD+ series. It was also recognized that many REDD+ proponents face an overload of demands and competing information and need to focus on the big picture and key REDD+ priorities. A detailed report and brief were prepared and can be found on the NRM Portal. <http://rmportal.net/library/content/fcmc/publications/social-dimensions-of-redd-seeing-the-people-for-the-trees/view>

The overarching objective of the SES theme was ensuring that elements essential to the success of REDD+ are socially and environmentally sound. Having a top-notch REDD+ MRV system is only worth the investment if forest degradation is being slowed or reversed, which will depend on the dynamics occurring beneath the forest canopy and how local communities and other stakeholders are benefiting from decreased deforestation and degradation. Financial investments in REDD+ to generate carbon credits through agroforestry intensification could increase deforestation and degradation if smallholders are pushed off the lands where they lack secure tenure or use rights. Thus, there is a critical need to ensure that all REDD+ elements are socially and environmentally sound if REDD+ is to succeed in its inherent climate change mitigation objectives and improve the livelihoods of people affected.

SES contributed important knowledge products and practical guidance to the REDD+ sphere. The SES trainings, for example, were much appreciated by all participants. Ideally, there would be follow up to facilitate uptake of the knowledge, tools, and skills gained. REDD+ itself is a dynamic, multidisciplinary approach, and learning will need to be continually updated and reinforced. USAID/Washington and Missions and development partners, as well as Tetra Tech, need to assure that the valuable contributions made to the SES field are disseminated and applied. In the future, more social media and web applications should be explored to more easily update and disseminate REDD+ information in general and SES-related information in particular. As noted in this report's conclusions, there are several partners and other platforms where SES and other FCMC contributions are available moving forward. This includes the REDD Desk, FCMC implementing partner websites and the NRM Portal in particular.

2.2.1 SES SOW DELIVERABLES RELATED TO SES ACTIVITIES

Task 1 anticipated outcomes/results for IR1 (Architecture): *There is greater shared understanding and technical capacity at the international level, including among USAID staff and partners, to implement robust methodologies that increase the social and environmental soundness of REDD+ activities.*

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES PRODUCED |
|---|--|
| 1. Analysis of SES methodologies and procedures currently used in various REDD+ financing | Two related products contributing to this deliverable were developed under FCM: <i>Safeguards for REDD+ from</i> |

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES PRODUCED |
|--|--|
| processes in light of USAID practices and procedures. | <i>a Donor Perspective and Safeguards in Bilateral REDD+ Finance.</i> |
| 2. Guidance document and training materials for USAID staff on a robust SES analysis and methodology to be used in REDD+ programming. | <ul style="list-style-type: none"> Document on <i>Tenure Rights, Human Rights and REDD+: Knowledge, Skills, and Tools for Effective Results.</i> <i>Readiness to Engage: Stakeholder Engagement Experiences for REDD+</i> publication on national, subnational, and nested stakeholder engagement experiences and REDD+ lessons. |
| 3. Strategy for USAID on how to engage the REDD+ donor community in a dialogue for SES related to REDD+ strategies and carbon-related financing. | Not pursued |
| 4. One training in Washington, D.C. and two overseas regional trainings on SES for USAID staff. IR4 merged with IR5 | Regional SES workshops in Andean Region, Asia, Congo Basin, and Eastern and Southern Africa |
| 5. Regional workshops with host country officials and leading NGOs in at least two regions to share lessons learned on SES methods and outcomes. | |
| 6. Build capacity of one regional institution to lead in helping countries incorporate SES principles and practices into their REDD+ activities. | Done on national level in Peru and Colombia with direct support for SES capacity building in appropriate institutions |
| 7. Additional deliverables post-award that may enhance the FCMC Program. | <ul style="list-style-type: none"> Publication on <i>REDD+ and Biodiversity Conservation: Approaches Experiences and Opportunities for Improved Outcomes</i>, analyzing how biodiversity issues are addressed in existing policies, programs, and activities, with recommendations. The publication <i>A Review of the Biodiversity Goals and Proposed Monitoring Methods in National REDD+ Programs</i> on how emerging national-level REDD+ programs are addressing biodiversity issues. <i>A Review of the Biodiversity Goals, Monitoring Methods, and Short-Term Impacts of Forest Carbon Projects</i>, which assesses forest carbon projects for biodiversity benefits and relation to national biodiversity strategies. |

Task 1 anticipated outcomes/results for IR2 (Readiness): *Key countries are implementing strengthened social and environment components of their REDD+ plans, including meaningful engagement by indigenous and local communities.*

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES PRODUCED |
|--|---|
| 1. Analytical reports for three countries on the quality of proposed SES actions in existing REDD+ strategies, existing practices and capacities to implement SES in the country, and recommendations to address weaknesses in SES plans and to build implementation capacity. | SES sections of Peru and Ecuador Assessments, reported under crosscutting <i>Lessons Learned from Community Forestry and their Relevance for REDD+ in Africa, Asia and Latin America</i> , and the global synthesis document. |
| 2. Capacity building program on SES for developing country government and other REDD+ stakeholders developed and delivered in three countries. | Regional SES workshops in Andean Region, Asia, Congo Basin, and Eastern and Southern Africa. |

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES PRODUCED |
|--|---|
| <p>3. In one Latin American country (e.g., Peru), a consultation process that engages indigenous organizations, national and local government personnel, private sector actors, and other important stakeholders is designed, incorporated in the REDD+ strategy, and implemented.</p> | <ul style="list-style-type: none"> • Development of Social and Environmental Safeguards for REDD+ in Colombia • REDD+ Safeguards in Peru. |
| <p>4. Report on piloting of SES tools and methodologies, including lessons learned.</p> | <ul style="list-style-type: none"> • <i>Methods for Assessing and Evaluating Social Impacts of Program-Level REDD+</i>, which analyzes methods for conducting social assessments and evaluations and provides design guidance. • <i>LISA-REDD Workshop Report: Social Impact Assessment Methodologies for National or Sub-National REDD+</i>. • <i>REDD+ Social Safeguards and Standards Review</i>, which reviews safeguards and standard systems of multilateral, bilateral, and nongovernmental approaches. |
| <p>5. Additional deliverables post-award that may enhance the FCMC Program.</p> | <p><i>Shifting Cultivation, Gender, and REDD+ in Cameroon and the Democratic Republic of Congo.</i></p> |

3.0 FINANCE AND CARBON MARKETS

Developing countries need both incentives and financial support to engage in REDD+. To help scale up funding, the UNFCCC COP has also considered that appropriate market-based approaches could be developed to support results-based REDD+ actions so long as environmental integrity is preserved and a number of other provisions are met. Between 2006 and 2013, bilateral and multilateral sources have pledged a total of US\$7.1 billion to support REDD+. In addition, global estimates of domestic REDD+ financing are estimated in the region of US\$10 billion per annum.

While impressive, these amounts fall short of the estimated \$15–\$35 billion per annum needed to reduce deforestation by 50 percent. Funding is often slow to deploy and is not always targeted to meet needs. The lack of sufficient results-based finance and lack of market demand are eroding the confidence of developing country governments, civil society, and the private sector that REDD+ will reach its potential. This perception is compounded by sometimes slow, complex, and inconclusive UNFCCC negotiations. The Finance and Carbon Markets component of FCMC—led by subcontractor Terra Global Capital—has helped governments and other stakeholders understand, and where possible, address some of these challenges.

3.1 FCM ARCHITECTURE

3.1.1 ANALYSIS OF CARBON MARKETS AND OPTIONS TO FINANCE AND INCENTIVIZE REDD+

FCMC produced two prominent assessments of potential future supply and demand for REDD+ credits: the first in early 2013 and the second (*REDD+ Supply and Demand 2015–2025*) in early 2015. Both reports were presented at workshops and side events, including UNFCCC COP 20, and are accompanied by online interactive and customizable infographics of the results (<http://theredddesk.org/markets-standards/analysis>). The reports found significant oversupply of credits at current levels of demand, with some potential for supply-demand balance if demand grew but not supply. When supply was expanded, the 2015 report's most optimistic estimates of potential supply were also found to exceed unrealistically optimistic estimates of potential future demand. However, these supply estimates were below some other third-party estimates of feasible credit supply, implying that credit demand from carbon markets may never be large enough to adequately incentivize the cost effective emission reduction potential of REDD+.

While carbon markets play an important role in REDD+ finance and should be supported, these findings make it clear that other incentive mechanisms are needed. To help understand the range of options developing countries have, FCMC produced the *Supporting REDD+ in Developing Countries: A Review of Policy Options* paper in late 2014 and early 2015. The supporting analysis identified direct regulation to address land clearing as a key priority. The regulation can be accompanied by other policy instruments such as Environmental Impact Assessments and carbon taxes, which were found in general to be simpler to implement than emissions trading schemes. All policy instruments analyzed contained limitations, making further research in other areas important. For example, the practices of agricultural extension services, policies of agricultural and forestry ministries, and credit standards of agricultural development banks were identified as potentially significant contributors to deforestation and therefore worth evaluating in specific country contexts. Additionally, depending on the country, subsidies and other forms of compensation such as land tax relief on cleared land may promote land clearing and should be re-evaluated. Policy options that help

change agricultural practices are particularly important, as agricultural interests were identified as a leading obstacle to governments passing direct regulation.

Reducing agriculture-driven deforestation was the focus of another significant body of FCMC work to support the USG’s involvement in the Tropical Forest Alliance 2020⁴—a public-private partnership with the goal of reducing the tropical deforestation associated with key global commodities such as soy, beef, palm oil, and paper and pulp. From late 2013 through early 2015, FCMC conducted three analyses to examine and provide recommendations on how to overcome financial barriers to zero deforestation palm oil expansion in Peru, Liberia, and the DRC, and beef and dairy cattle in Colombia. These studies were synthesized in a white paper that summarizes recommendations for the USG and other donors for support to each country and the relevant sector. Governance and institutional needs are noted to provide enabling conditions and incentives for effective financing that supports reduced deforestation.

In addition to these larger pieces of work, FCMC prepared or supported several other analyses and events on markets and incentives for REDD+ including:

1. Analysis of California’s cap-and-trade legislation and its implications for forest carbon offsets and accompanying webinar (2013).
2. Two forest carbon market events in 2013: one in New York City at the Bloomberg New Energy Finance Summit, and one at the Tetra Tech offices in Arlington, Virginia.
3. Analysis of financial planning for national REDD+ programs presented at a 2014 workshop in Guatemala entitled “Building Multi-Source REDD+ Financing Strategies that Link Subprograms to National REDD+ Strategies.” This was co-sponsored by FCMC, the USAID-funded Regional Climate Change Program, the IADB, and UN-REDD.
4. Contributions to two studies commissioned by the Department of State (*Land Use in a Future Agreement* and *Financing Reduced Emissions from Forests and Sustainable Land Use: Sources, Strategies, and Instruments*) in 2014.
5. Additional online analysis and infographics on REDD+ markets hosted by the REDD Desk (2015).
6. The 2012 report for USAID “*US Government Investments and Policies to Facilitate Forest Carbon Finance and Markets*,” which led to the development of the Development Credit Authority’s (DCA’s) new loan guarantee product (discussed in Section 3.2 below).



3.1.2 ACCOUNTING STANDARDS FOR NATIONAL AND SUB-NATIONAL MARKET MECHANISMS

There is significant experience accounting for REDD+ at the project level, yet accounting for REDD+ at the national or subnational level (the latter referred to as jurisdictional) is still being tested. Jurisdiction-level REDD+ accounting is a critical element to REDD+ initiatives entering emissions trading markets. FCMC

⁴ <http://www.tfa2020.com/>

supported the only two extant jurisdictional accounting standards: the FCPF’s Methodological Framework, and the Verified Carbon Standard’s (VCS) Jurisdictional and Nested REDD+ standard (JNR).

In late 2012 into mid-2013, FCMC contributed to a series of analyses that helped develop the Methodological Framework, attended and presented at a number of FCPF funded design forum meetings on issues covered in the Framework, and further advised FCPF management as a member of a small Framework technical advisory team. With this assistance from FCMC and others, the FCPF released the final Methodological Framework in December 2013. Several countries are

JURISDICTIONAL AND NESTED REDD+ WORKSHOP



currently trying to meet the requirements of the Framework in order to access results-based payments from FCPF’s \$390 million Carbon Fund, but many countries need assistance meeting Framework requirements.

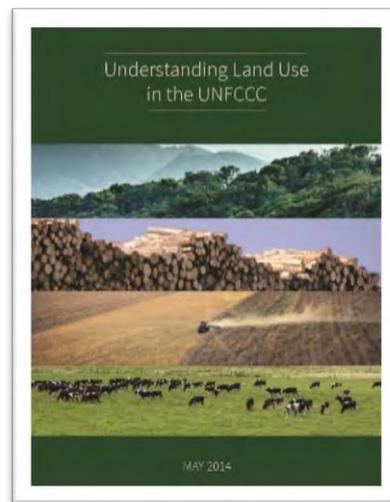
Over two years, ending in 2015, FCMC contributed to the JNR through the preparation of two guidance documents for VCS on how to apply the JNR: a general guidance for policymakers (*Program Design Guidance for Jurisdictional and Nested REDD+ Programs*); and a technical guidance standard (*Technical Guidance for Jurisdictional and Nested REDD+ Programs*). FCMC contributed to the development of the JNR Leakage Tool (2013/2014), and participated at a south-south JNR exchange workshop in Manaus, Brazil in June 2013. This support will help governments apply the JNR within their country.

In addition, from 2013–2015, FCMC supported the REDD Desk to develop and maintain a series of webpages on REDD markets and standards that contains up-to-date comparative information and analysis on standards, methodologies, and guidance for REDD+ (<http://theredddesk.org/markets-standards>). These pages help introduce non-experts to REDD+ markets and standards: an area that is complex, evolving, and therefore hard to navigate for many.

3.1.3 CAPACITY BUILDING AND TRAINING

Few people fully understand all the key issues around including land use in a climate agreement, and this is why the Land Use, Land Use Change and Forestry standards (LULUCF) have generated a long and difficult debate under the Kyoto Protocol. Many policymakers, including key UNFCCC negotiators (particularly from developing countries), do not fully understand LULUCF accounting, which limits their ability to report on such emissions to the UNFCCC, develop domestic policies related to LULUCF emissions and removals, and be constructive voices in negotiations.

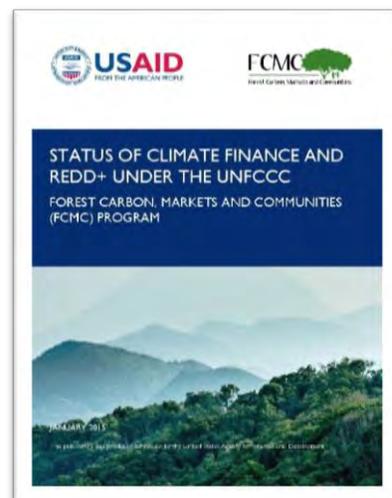
To help address this gap, FCMC co-funded with the Climate and Land Use Alliance the guide *Understanding Land Use in the UNFCCC* in 2014, which was translated into French and Spanish. The objective of the guide is to increase the technical understanding of LULUCF reporting and accounting amongst a broader set of key stakeholders, and explain the background and context of the current REDD+ decisions. In response to the guide’s positive reception FCMC developed a series of four



webinars based on the guide that were aired in the lead up to the UNFCCC COP 20 in 2014. The webinars remain available free online.⁵

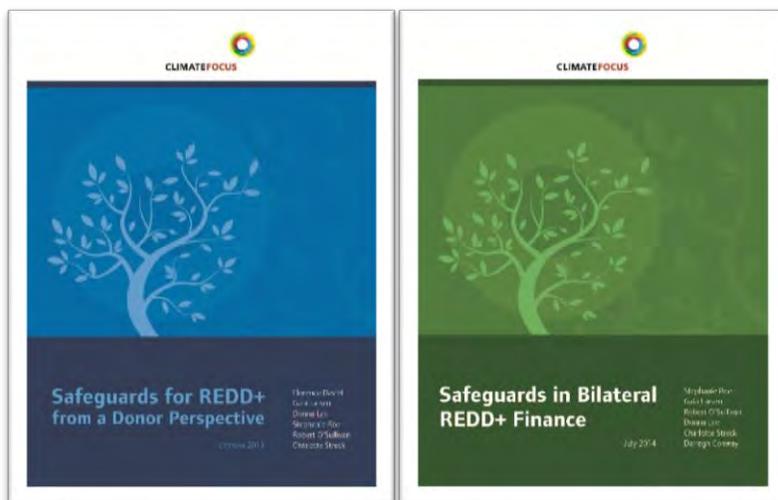
In addition to the guide and webinar series, FCMC helped build capacity of government representatives and negotiators through activities including:

- Preparation of the paper “*Status of Climate Finance and REDD+ under the UNFCCC*” that was presented at the workshop “Regional Approach to Promoting a Comprehensive and Inclusive Set of REDD-PLUS finance decisions in Lima” held in Panama in 2014. The workshop was co-sponsored by FCMC, the USAID funded Regional Climate Change Program, the Inter-American Development Bank and UN-REDD.
- A series of presentations given at the Congo Basin Forest Partnership/US Forest Service/FCMC workshop for negotiators and civil society held in Brazzaville in 2014.



3.1.4 FINANCE AND SES

Finance does not operate in isolation of other aspects of REDD+. In addition to the overlaps between finance and accounting discussed above, finance and SES are closely linked. FCMC contributed to two analyses on safeguards in REDD+ finance to help donor governments work through questions they may encounter on this issue. Both analyses supported donor roundtables—the first in London in September 2013 and the second in Brussels in April 2014—that were funded primarily by the Climate and Land Use Alliance. This first paper, *Safeguards for REDD+ from a Donor Perspective*, provides a conceptual framing on the application of safeguards for transactions providing financial support for REDD+. It provides an overview on different safeguard approaches that bilateral donors currently apply, their applicability to various financing modalities, their legal status and scope, their relevance in the funding cycle, as well as other areas worthy of further study. The second paper—co-authored by FCMC—*Safeguards in Bilateral REDD+ Finance*, is a compilation of three follow up papers on safeguards and results based payments, monitoring and evaluation of safeguard implementation, and safeguards and donor coordination.



3.2 FCM READINESS

FCMC’s work on REDD+ readiness focused on Colombia because of the high level of engagement and support from the USAID Colombia Mission. The support to Colombia started with an initial assessment in early 2013 of Colombia’s readiness to participate in results-based payments and market mechanisms, *Colombia REDD+ Finance and Markets Assessment*. The report listed a series of additional steps that could help Colombia’s market readiness. After a series of meetings and discussions with the government and USAID/Colombia, FCMC was requested to provide additional advice and support to USAID on the

⁵ <http://ghginstitute.org/understanding-land-use-in-the-unfccc/>

potential for using *regalias*, or royalties, as a foundation for municipal bond issuance. *Sistema general de regalias* is the royalty system in Colombia that involves collection and re-distribution of royalties from extractive industries. This advice comprised two analyses. The first, *Pre-Feasibility of Financing Climate Change Mitigation through Regalia-backed Colombian Municipal Green Bonds Issuance*, was completed in October 2014 and provided a “primer” on municipal green bonds and offered an illustrative municipal bond transaction. The second evaluated the potential to issue a green bond in a specific jurisdiction in Colombia.

In parallel, FCMC supported USAID’s DCA develop and execute a new loan guarantee product for Colombia’s REDD+ projects. This new product was proposed and developed in 2013 and the first transaction—a loan guarantee agreement for up to \$133.8 million for the Althelia Climate Fund—was announced by the US Secretary of State in May 2014. Further loan guarantee agreements are expected to follow. This loan guarantee contract between a private sector entity—the Althelia Climate Fund—and DCA will directly address climate change mitigation by allowing private capital flow to develop REDD+ projects in Colombia. This first-of-its-kind transaction is a notable achievement supported by FCMC.

3.3 FCM CONCLUSIONS

FCMC created a rich body of work that informs USAID’s future work on REDD+ finance and carbon markets bearing in mind that REDD+ finance has evolved significantly since the inception of the program. Markets were slower to develop than anticipated (particularly in the United States). FCMC responded to and helped shape this changing policy landscape through adaptive management that let USAID respond through FCMC to quickly evolving challenges and opportunities and through the production of high quality, high impact deliverables.

There was more demand for FCM support than resources available to respond. Similar work should continue to support USAID’s involvement in carbon finance. Alternative finance and incentives are either not yet identified or are not operating at sufficient scale to meet the need. Several recent FCM products help move this discussion forward, but due to FCMC’s limited time and resources could only set the stage for follow-on work. These products include advice on incentivizing zero deforestation palm oil expansion and cattle production, development of green bonds in Colombia, and further exploring and supporting options to finance and incentivize REDD+. The Tropical Forest Alliance (TFA) 2020 field work on zero deforestation palm oil, suspended due to the Ebola crisis, could be undertaken. DCA’s loan guarantee program if expanded could provide additional support for REDD+ finance, including results-based payments and alternative finance options, which is sorely needed. Further assistance on the FCPF Method Framework and UNFCCC negotiator training are also areas where additional support was requested by various stakeholders.

3.3.1 FCM SOW DELIVERABLES RELATED TO SES ACTIVITIES

Task 2 anticipated outcomes/results for IR1 (Architecture): *There is greater shared understanding and technical capacity at the international level, including among USAID staff and partners, to implement robust methodologies that increase the social and environmental soundness of REDD+ activities.*

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|---|--|
| <ul style="list-style-type: none"> Analytical report on using payments for carbon and other ecosystem services frameworks to finance REDD+ actions, including approaches to stacking/bundling financial and economic streams, valuing ecosystem services, conducting opportunity cost analyses for forest emissions reductions, and comparing effectiveness of PES versus other policy measures. | <ul style="list-style-type: none"> Analysis of California’s cap and trade legislation, implications for forest carbon offsets and webinar. Analysis of financial planning for national REDD+ programs presented in Guatemala workshop titled “Building Multi-Source REDD+ Financing Strategies that Link Sub-programs to national REDD+ Strategies.” Online analysis and infographics on REDD+ hosted by the REDD desk. |

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|--|---|
| | <ul style="list-style-type: none"> USG investments to “Facilitate Forest and Carbon Markets and Finance.” Provide technical input to the development of the FCPF’s “Methodological Framework.” |
| <ul style="list-style-type: none"> A manual on financial arrangements for REDD+ including benefit sharing, carbon market registry design options, risk management approaches (such as credit set-aside buffers, insurance, loan guarantees), and options to reduce per-unit cost of creating emission reduction credits. The manual should be produced in English and Spanish versions. | <ul style="list-style-type: none"> Studies commissioned by US State Department: <i>Land use in a Future Agreement and Financing Reduced Emissions from Forests and Sustainable Land Use: Sources, Strategies and Instruments.</i> <i>Supporting REDD+ in Developing Countries: A review of Policy Options.</i> |
| <ul style="list-style-type: none"> Training materials on finance and carbon markets developed for USAID staff and partners. | <ul style="list-style-type: none"> Prepared two guidance documents on jurisdictional REDD for the VCS: <i>Program Design Document for Jurisdictional and Nested REDD+ Programs</i> and <i>Technical Guidance for Jurisdictional and Nested REDD Programs.</i> With the Climate and Land Use Alliance, developed a guide on <i>Understanding Land Use in the UNFCCC.</i> Presentations on FCM at training workshop for Congo Basin REDD+ negotiators and civil society members. |
| <ul style="list-style-type: none"> One training in Washington, D.C. and two overseas regional trainings on finance and markets for USAID staff. | <ul style="list-style-type: none"> Studies commissioned by US State Department: <i>Land use in a Future Agreement and Financing Reduced Emissions from Forests and Sustainable Land Use: Sources, Strategies and Instruments.</i> |
| <ul style="list-style-type: none"> Additional deliverables post-award that may enhance the FCMC Program. | <ul style="list-style-type: none"> Two forest carbon market events at Bloomberg (New York) and Tetra Tech (Arlington). Paper on <i>Status of Climate Finance and REDD+ under the UNFCCC</i> |

Task 2 anticipated outcomes/results for IR2 (Readiness): *Key countries have improved financial plans, capacities, and enabling environments to generate, access, and effectively use diverse sources of REDD+ finance, including carbon markets and local economic incentives.*

Slow progress in development of REDD+ financing led to less “readiness” activity under FCM than originally envisaged, but as described, many additional activities arose that contribute to broad FCM objectives.

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|--|--|
| 1. Country assessments for three countries on opportunities for domestic revenue streams and international finance for REDD+ actions, including policy reforms and implementation needed to create an enabling environment that generates, accesses, and effectively uses finance and local economic incentives. | <ul style="list-style-type: none"> FCM sections on the Peru and Ecuador Assessments <i>Colombia REDD+ Finance and Markets Assessments</i> <i>Pre-Feasibility of Financing Climate Change Mitigation through Regalia-backed Colombian Municipal Green Bonds Issuance</i> |
| 2. Training program on finance and carbon markets for developing country government and other REDD+ stakeholders developed and | Not pursued as such. |

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|--|--|
| delivered in English and Spanish in three countries. | |
| 3. Two regional level strategies on accessing financial resources and sources of revenue for REDD+ actions | Not pursued |
| 4. National level plans developed for broad local stakeholder audiences to identify sources of finance for implementation of the national REDD+ strategy in three Latin American countries and to provide models for benefits sharing. | Not pursued |
| 5. Assist two countries in designing a key action called for in their financial plan, such as designing a registry, writing PES policy, building better government controls around financial transparency of carbon finance deals. | Not pursued |
| 6. Additional deliverables that may enhance the FCMC Program. | <ul style="list-style-type: none"> • <i>Toward Zero-Deforestation Oil Palm in Peru: Understanding Actors, Markets and Barriers.</i> |

4.0 LOW EMISSIONS DEVELOPMENT STRATEGIES

This task changed significantly from the TO SOW related to factors described in Section 1.1. In particular, lack of demand from USAID country and regional Missions meant that the broad scope envisaged became focused on work in Colombia and Guatemala. However, within that context, substantive interventions evolved, and generated important lessons for LEDS and REDD+ on the national and sub-national levels.

The two activities requested by respective USAID Missions were:

- Support of the Huila 2050 initiative, which sought to develop a vision for the Huila Department's (Province's) adaptation and mitigation model for 2050. Huila was chosen because the USAID/Colombia Mission was engaged there and there was a high level of political will in the Department to understand and address climate change better.
- Support to the Government of Guatemala to develop a LEDS activity that would help to meet its commitments for GHG reporting under the UNFCCC.

As noted in Section 1.0, these two activities cut across the Architecture and Readiness IRs, and are therefore presented as separate narratives.

4.1 HUILA 2050

The initial objective of the Huila (Colombia) activity, which ran from mid-2012 to mid-2014, was “to further develop and implement a work plan for Huila 2050 climate change project, which will improve the Huila regional government's (*Corporación Autónoma Regional del Alto Magdalena* [CAM]) scenario modeling capacity, combining both REDD+ and LEDS options with regional climate change models to visualize and plan Huila Department's mitigation and adaptation for 2050.” Specific activities evolved based on realities on the ground. The main shift was away from a narrow focus on increasing CAM's modeling capacity, to the development of a comprehensive Climate Change Action Plan for Huila, the first of its kind in Colombia. FCMC's local partner E3 tapped into the modeling by USAID-supported partners Abt Associates and Stockholm Environment Institute, adding value and freeing up resources for additional analyses and capacity building activities. The Action Plan itself was finalized and launched in July 2014.



Support to development of the Climate Change Action Plan was the primary objective of the activity. Several analyses informed its preparation and were the building blocks for the Plan, but have value as stand-alone documents as well:

- *Measurement and Analysis of Greenhouse Gas Emissions by Sector and Subsector in the Department of Huila.*

- *Sistematización De Las Políticas Actuales que Afectan o Pueden Afectar Las Emisiones de Gases Efecto de Invernadero, y Resultados Del Ejercicio Participativo Sobre el Análisis de Efectividad de Estas Políticas (Systematization of Existing Policies that Affect or May Affect Emissions of Greenhouse Gases, and Results of the Participatory Exercise Analyzing the Effectiveness of These Policies)*, which was not translated from Spanish as it is specific to the local situation.
- *The Identification of Public and Private Resources for Climate Change Mitigation and Adaptation in Huila (Identificación de Recursos Públicos y Privados Susceptibles de ser Canalizados hacia la Mitigación y Adaptación al Cambio Climático en el Departamento del Huila)* was prepared to help identify sources of sustainable financing for the implementation of the plan.

A climate change vulnerability assessment, *Conceptual and Methodological Framework for the Analysis of Vulnerability to Climate Change in the Department of Huila*, was prepared as a critical input to the action plan. The assessment provided detailed information on the climate change vulnerability in all of the municipalities of Huila. Individual vulnerability fact sheets for each municipality were derived from the information in the assessment, and a training module was prepared and delivered to all the mayors within the Department on how to integrate climate change into their local planning processes. A workshop selected indicators that will be used on the municipal-level vulnerability assessment for Huila, creating a model that can be used for other Departments in the country.

The Huila Climate Change Action Plan was the first to assess climate change vulnerabilities systematically for an entire Department (Province) in Colombia. The final Plan identified actions, or recommendations, related to five main components:

- Water, which is the core issue around which other issues revolve;
- Biodiversity and Ecosystem Services;
- Agricultural Production and Food Security;
- Energy Resources; and
- Resilient Environments.

The plan also includes actions in five crosscutting areas: territorial zoning, education and training, communication, science and technology, and risk management.

In addition to the studies and analyses undertaken, capacity building of relevant stakeholders, ranging from local government leaders to members of cattle ranching and coffee growers associations, was an underlying and integral aspect of the activity. A series of workshops and trainings increased awareness across the Department of climate change in general, increased capacity of institutions to integrate climate change actions into development plans on the Department and municipal levels, and generated feedback that contributed to finalization of the Action Plan itself.

A Prospective Workshop – Neiva 2050: Preparing for Climate Change, brought together key people in the Government of Neiva (the capital of Huila) to assess how the city can become sustainable, resilient, and climate-smart in the coming years. Neiva is home to about one-third of the 1 million-plus people in Huila and therefore an important center of economic activity.

A stakeholder mapping workshop related to development and implementation of the climate change action plan and explore and map their relative influence related to the successful implementation of the Plan as well as their attitudes vis-à-vis climate change mitigation and adaptation actions.

The LEDS Task Lead and local contractor E3 identified other work in Huila relevant to development of the Action Plan, including that of USAID/Colombia by Abt Associates under the Analysis and Investment in Low Emission Growth initiative, and Stockholm Environment Institute. FCMC leveraged these additional resources and brought these institutions (as well as *Office National des Forêts*) into a collaborative working arrangement, adding value to all of the various separate activities. Other workshops organized by FCMC partner E3 included sustainable cattle ranching and coffee farming in a climate changing world, and a series

of “Water Dialogues” that widened understanding and shared knowledge about the impacts of climate change on water resources.

The Huila activity also explored emerging innovative approaches to climate finance, such as BanCO₂ in the Department of Antioquia, which is a successful enterprise developed as a local PES scheme. The BanCO₂ experience was presented to the CAM as a model to consider moving forward toward implementation.

To support sustainability, a Huila Departmental Climate Change Council was created and charged with taking the lead on integrating climate change mitigation and adaptation actions into local development strategies. This was the first Council of its kind established in Colombia.

Another contribution to building capacity was support for the creation of a Geodatabase file, which allows information available for Huila to be imported into the geographic information system (GIS) of the National Authority for Environmental Licenses. As a result of this work, CAM is able to use the National Authority’s GIS to visualize the information available for Huila, which will assist in land use planning under defined climate change scenarios. The Climate Change Action Plan for Huila was launched in July 2014 in the company of over 200 participants, including the Governor of Huila, The Deputy Environment Minister of Colombia, the Director of CAM, the Huila the regional environmental authority, and a representative of USAID/Colombia.

4.2 GUATEMALA

The first phase of LEDS work in Guatemala comprised working with the Government of Guatemala’s *Ministerio de Ambiente y Recursos Naturales de Guatemala* (Ministry of Environment and Natural Resources [MARN]) and *Secretaría de Planificación y Programación de la Presidencia* (President’s Office of Planning and Programming) to identify institutional strengths and weaknesses for the development of national GHG inventories for those energy and land use sectors. These were required for inclusion in the country’s national communications to the UNFCCC.

The overall goal was to contribute to the development of a LEDS initiative, as well as to identify additional national stakeholders who should participate in such an initiative to ensure success and sustainability. Initial technical assessments on GHG emissions were developed and recommendations for cost-effective mitigation options prepared for five sectors: energy, land use/forestry, manufacturing industry, transportation, and agriculture/livestock. This phase included support to the government to organize a LEDS working group. The result of phase one was a comprehensive *Institutional Assessment and Sector Analysis for the Low-Emissions Development Strategy in Guatemala*. As a result of this work, USAID/Guatemala and government partners requested a second phase: a series of trainings to increase the capacity of concerned institutions to undertake the sectoral GHG inventories.

The resulting series of workshops were a collaborative effort under the leadership of MARN, with technical support from the Climate, Nature, and Communities in Guatemala (CNCG) Program and FCMC. The specific GHG sector inventories targeted during the workshops were energy, industrial processes, agriculture, LULUCF, and waste.

FCMC provided technical and financial support for four workshops: an opening workshop, workshops focused on the LULUCF and agriculture sectors, and a closing workshop. These sectoral workshops provided practical and proven information on methodologies, protocols, and rules for developing GHG inventories applying Intergovernmental Panel on Climate Change’s (IPCC) best practices. CNCG subsequently funded three additional workshops addressing the energy, industrial processes, and waste sectors.

The two phases combined to develop a series of key messages to assist the Government of Guatemala to meet its requirements for reporting on GHG emissions. These messages, which are relevant to other countries developing capacity to prepare National Communications, were the following:

1. Develop a participatory National GHG Inventory System;
2. Build effective and sustainable institutional arrangements;
3. Build stable technical capabilities within ministries and other government agencies already working in GHG inventories and aim to develop a National GHG Inventory System in Guatemala;
4. Prioritize the strengthening of information; and
5. Prioritize the completion and submission of the first Biennial Update Report (for example, during the first quarter of 2015) based on the 2010 inventory.

FCMC hosted a working meeting with MARN, USAID/Guatemala, and the new USAID contractor implementing the Guatemala LEDS project in November 2014 to discuss the experiences and final recommendations from the Inventory Training Workshops. This working session allowed staff from the USAID LEDS project to understand Guatemalan needs for inventory development better, and to consider their inclusion in the LEDS project work plan.

4.3 LEDS CONCLUSIONS

The actual demand for support under the LEDS Task was significantly less than that anticipated at the time FCMC was designed; nonetheless the program added significant value despite evolving circumstances. FCMC responded to two specific requests from USAID Missions and provided detailed, iterative support and technical assistance. Both activities will benefit from follow-on investments beyond those described below that are already underway.

Substantive FCMC investment in Huila ended after the launch of the Climate Change Action Plan. While the launch set the tone of success for the implementation of the Plan, it will be crucial to maintain momentum and work to translate the current enthusiasm into concrete actions that articulate into the development process and help to turn Huila into a climate-smart department. Huila presents an opportunity to demonstrate that climate compatible development can increase the opportunities and wellbeing of its citizens. The creation of the Climate Change Observatory and maintaining regular meetings with the Departmental Climate Change Council will be important to assure the implementation of the Huila 2050 Plan.

Several follow-on activities to the FCMC-supported work have taken place since the Action Plan launch. Ecopetrol, the largest energy company in Colombia, invested one million dollars toward the energy priorities in the plan to assure that the municipality of Villa Vieja is climate smart. USAID/Colombia is also exploring how it might follow-up on its initial investment in Huila as is the USFS, which has undertaken a scoping mission to the Department. The establishment of BanCO₂ is evolving and a REDD+ social strategy for the Basin of La Vieja was developed.

In Guatemala, it is anticipated that some of the findings and recommendations from the FCMC work will be taken up under the ongoing, longer-term LEDS project in the country, which was informed by the foundational work of FCMC.

The FCMC work on LEDS has most importantly demonstrated that LEDS can evolve on various scales and sub-national efforts can inform national efforts while having inherent local value. USAID Missions were the drivers for FCMC activities on LEDS; regional or Bureau-led efforts could consider how to scale up and/or share the FCMC lessons.

4.3.1 LEDS SOW DELIVERABLES RELATED TO LEDS ACTIVITIES

Task Order: Task 3 anticipated outcomes/results for IR1 (Architecture): *There is greater shared understanding and technical capacity at the international level, including among USAID staff and partner, on applying development best practices to low emissions development strategies and REDD+ strategies.*

The LEDS Task contributed to LEDS architecture as designed with one significant exception, the “greater shared understanding and technical capacity” evolved on the national and sub-national levels, rather than the

international level. However, FCMC did provide “technical capacity...including among USAID staff and partners, on applying development best practices to low emissions development strategies and REDD+ strategies.”

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES PRODUCED |
|--|--|
| 1. Tools and materials, such as training modules, technical manuals, etc. will be tested and refined, to support bringing development best practices into LEDS and REDD+ strategies in developing countries. | Abundant training materials and training activities developed and implemented under both of the LEDS activities, including manuals and modules prepared for both the Huila and Guatemala activities. |
| 2. Training materials for use of (above) tools and/or methodologies. | |
| 3. Regional workshops in at least two regions for countries to share lessons learned on LEDS or REDD+ strategies, including how they can be informed by development best practices. | No regional workshops were requested by USAID, although as noted, the national and sub-national lessons described are applicable for LEDS program elsewhere. |
| 4. Additional deliverables that may enhance the FCMC Program. | The specific Guatemala and Huila activities and documents. |

Task 3 anticipated outcomes/results for IR2 (Readiness): *Key countries have incorporated development best practices into the creation, implementation, and content of low emissions development strategies or REDD+ strategies.*

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES PRODUCED |
|---|--|
| 1. Ten country rapid assessments to determine the current status of LEDS and REDD+ strategies, assess future emissions scenarios, prioritize sectors, and identify early no regrets capacity building, enabling environment, or direct mitigation actions that USAID could support and that would likely be included in a national LEDS strategy. | Rather than 10 rapid assessments on the national level, there was one thorough national assessment conducted in Guatemala and one thorough sub-national assessment undertaken in the Huila Department of Colombia. |
| 2. Build the capacity of local institutions in three countries to sustainably deliver training related to REDD+ strategies. | Local institutional capacity extensively built in one Department in Colombia. |
| 3. Design and help to put in place a country’s institutional structures and processes for REDD+ that will deliver cross-sectoral results and broad stakeholder buy-in. | Guatemala assessment and subsequent trainings. |
| 4. Report on piloting of LEDS tools and methodologies including lessons learned. | Given the eventual two-country scope as explained, this deliverable not required by USAID. |
| 5. Additional deliverables that may enhance the FCMC Program. | The specific Guatemala and Huila activities and documents. |

5.0 FOREST AND TERRESTRIAL GHG MEASUREMENT, MONITORING, AND REPORTING

GHG MRV of forests and other terrestrial GHG emissions sources is required for countries to demonstrate impacts of their REDD+ emissions activities at national and/or sub-national level. Information generated by MRV is a fundamental input into national land-use planning and policy enforcement.

UNFCCC, donor organizations, and the voluntary carbon market have different requirements for REDD+ reporting. There is much overlap among these requirements and often there is deferral to the IPCC Guidelines (2006). For some MRV sub-topics, this guidance is specific and complex. Therefore, summarized information is valuable to those working on technical planning for and implementation of MRV, as well as decision makers who require less technical expertise. For other sub-topics, IPCC provides only broad recommendations, and further detail and examples are needed to better guide national MRV programs. For yet other MRV issues, almost no guidance is provided, and approaches are still being tested. Consequentially, various types of capacity building are necessary for most countries to implement acceptable levels of MRV independently.

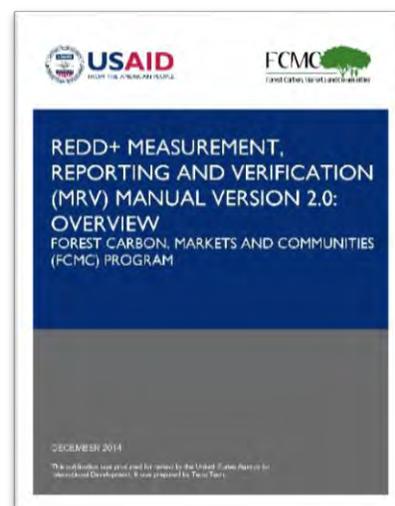
The goal of FCMC's MRV activities were to provide technical assistance, create tools, build capacity, and support policy dialogues to measure carbon stocks and monitor and report on changing stock levels and associated GHG emissions accurately and efficiently. MRV activities provided information to USAID and the broader MRV research and capacity-building communities on responding to country-specific realities and technical needs for long-term MRV system sustainability.

MRV activities were led by FCMC subcontractors: CI in partnership with the Greenhouse Gas Management Institute (GHGMI) and the World Resources Institute (WRI), as well as individual consultants on specific activities. MRV work complemented the USAID SilvaCarbon program, which focuses entirely on research and capacity building in forest monitoring, and involves the USFS, US Geological Survey (USGS), US Environmental Protection Agency, and the National Aeronautics and Space Agency (NASA). Coordination with SilvaCarbon resulted in coordination with the GFOI and the Global Observation of Forest Cover group. Both FCMC and SilvaCarbon had common capacity-building objectives and successfully aligned with the USG's and other global initiatives.

5.1 MRV ARCHITECTURE

5.1.1 FCMC MRV MANUAL

The MRV Manual and associated products was the major accomplishment under this Task Area. While the IPCC provides



overall guidance on MRV for countries reporting to the UNFCCC, the MRV Manual provides greater detail in certain areas, especially field carbon-stock estimation, sampling design, and stock error assessments. It also provides more general guidance on issues such as the estimation of land-use change, mostly via satellite monitoring. The latter is a newer and rapidly developing field with diverse and evolving experiences on what emerging tools work best and under what conditions. Community-based MRV (CBMRV) is also encouraged by the UNFCCC although there is no specific guidance yet on how this should be done or how it would complement or contribute to complimentary work on other REDD+ elements, such as SES. Near-real Time Monitoring (NRTM) technologies are complementary to standard UNFCCC-mandated MRV systems, although not currently required by the Convention. Finally, institutional arrangements are critical aspects of building MRV systems though there is currently limited information and experiences applicable to most countries.

When FCMC began, several information needs in REDD+ MRV were identified, including:

- A summary of technical issues that helps countries delve into the more detailed IPCC guidelines;
- An overview, as well as additional details and examples of readily implementable approaches to satellite monitoring of land cover;
- An overview and guidance on institutional arrangements;
- A review of examples of CBMRV and NRTM technologies;
- Shorter guidance targeted for decision makers; and
- A checklist for tracking progress towards a sustainable MRV system.

The FCMC MRV manual was designed to address these areas through the development of three complementary products. Manual development was coordinated with SilvaCarbon, which authored the GFOI Methods and Guidance Documentation (MGD), and the Global Observation of Forest and Land Cover Dynamics Sourcebook. This coordination helped ensure communication of the various capacity-building materials for MRV, and facilitated clear cross-referencing of these complimentary resources.

Version 1.0 of the Manual, released at the UNFCCC COP 19 in Warsaw, Poland in December 2013, is comprehensive with chapters focused on institutional arrangements, estimating GHG emissions and removals; field-based inventories; remote sensing of land cover change; reporting and verification; and thematic reviews of the history of REDD+ development, CBMRV considerations, and NRTM technologies. Version 1.0 also included a six-page Summary for Policymakers. The Manual has diverse co-authors from FCMC partners, including CI, GHGMI, the National Ecological Observatory Network, and an independent expert on GHG inventory and the LULUCF sector. Additional input was provided by WRI staff and consultants.

Release of the Manual was communicated via web-postings; email blasts; distribution to FCMC country counterparts and other experts; and in all MRV-related, in-country workshops attended by FCMC and partners. Feedback was solicited during SilvaCarbon and FCMC workshops and through an email questionnaire distributed to experts and users.

Version 2.0 was released at the COP 20 in Lima, Peru in December 2014. This update was modified based on feedback solicited on Version 1.0 and other areas for improvement identified by the FCMC partners and key experts associated with SilvaCarbon. The document adds a summary of the entire process to develop a sustainable MRV system, as well as a checklist that countries and donors can use to track progress. In addition, based on user feedback, Version 2.0 was translated into French and Spanish to increase accessibility to a broader range of users.

5.1.2 REMOTE-SENSING COMPARISON STUDY

FCMC conducted a study in 2014 that generated two reports on different methods of satellite-based monitoring of forests. Several approaches of this technology are proposed as appropriate for semi-automated national-level monitoring. The level of automation increases the ability to conduct consistent monitoring over

time, a critical characteristic specified as an IPCC quality principle for MRV systems. Although countries considering satellite-based systems often receive varying advice from experts, there is a lack of reference materials to evaluate options. Ultimately, countries should test different approaches to determine which meets their needs and constraints. The FCMC comparison study contributes to planning such tests.

The methods compared were from Stanford University, the University of Maryland (UMD), and the Brazilian non-governmental organization IMAZON. The first report, *Overview of Semi-Automated Approaches for Monitoring National Deforestation*, summarizes these and other semi-automated approaches, their similarities and differences, and implications for IPCC compliance. The second report, *Demonstration of Semi-Automated Approaches for Monitoring National Deforestation*, compares the three methods, using common study areas, data inputs, and high-resolution satellite data that FCMC purchased for evaluation purposes.

The study concludes that all three methods produce conservative estimates of deforestation (i.e., potentially low), and showed close agreement in the analysis category “lowland humid forest that is cleared for farmland.” Greater differences among the methods are found in “dry forests” and areas covered by “secondary forest regrowth” at the last date of analysis. The study is the first such comparative demonstration and includes recommendations for further, more in-depth studies, including additional ways to compare the products quantitatively, compare results from the same method conducted by different analysts, and compare national-level products when available.

5.1.3 SPANISH VERSION OF THE GHGMI REDD+ MRV COURSE

While various capacity-building resources existed before FCMC, there was a lack of Spanish-language online resources that provided training certificates. The courses organized by FCMC through GHGMI offered a certificate, which provided additional motivation for technical staff associated with developing MRV systems to participate. Many countries seek ways to involve regional governments in the national MRV process, yet regional capacity is typically weak. FCMC addressed these shortcomings in part through translation of the “GHGMI GHG Accounting for Forest and Other Land Use Projects” Course. The course intended for regional staff and partners to begin preparation for engagement in MRV.

FCMC produced a Spanish version of GHGMI’s English course on GHG Accounting. Certification of attendees is provided by GHGMI after a review of tasks completed by trainees. The course covers basic concepts of GHG accounting for forest and land use projects, and provides stepwise guidance for developing GHG inventories. Training includes key areas of forest and land use projects, together with the establishment of baseline scenarios, quantification of GHG emissions and removals, monitoring and reporting, GHG accounting standards, and programs that allow for forest and land use project offset activities. The course provides examples a variety of GHG programs, including Verified Carbon Standard, American Carbon Registry, Regional Greenhouse Gas Initiative, and Clean Development Mechanism.

FCMC sponsored 35 “seats” for course participants. A list of priority attendees was drawn from communications with the USAID Mission and programs in Latin America and partner governments. Attendees were from Peru, Colombia, Ecuador, and Guatemala. At the conclusion of FCMC, 18 participants had completed the course. The course remains available online, and the MRV Task Lead from CI and lead partner GHGMI will ensure the remaining participants complete the course during 2015 based on those institution’s existing participant selection criteria.

5.1.4 SILVACARBON WORKSHOPS

The MRV Task contributed to a series of SilvaCarbon/GFOI workshops by participating in discussions to prioritize workshop themes, presenting and co-conducting workshop sessions, and in two cases partially supporting workshop expenses. All these workshops were led by a SilvaCarbon/GFOI partnership.

The workshops to which FCMC contributed were:

- Integration of Remote Sensing Data, Forest Inventory Data and Carbon Models, August 2012, San Jose, Costa Rica.
- Sustainable National GHG Inventory Management Systems in the Andean Amazon Region, September 2012, Bogota, Colombia.
- Strategies and Methods to Advance to Higher Tier Levels of Reporting Greenhouse Gases at National/Subnational Scales in the Forestry Sector, January 2013, Merida, Mexico.
- Combined GFOI Space Data Coordination Group (SDCG) Meeting and the SilvaCarbon Americas Capacity Building Coordination Meeting, September 4–6, 2013, Pasadena, California
- First Regional Workshop on Forest Monitoring, Technical Central Africa Initiative Group on Earth Observations (GEO) GFOI, June 2–6, 2014, Doula, Cameroon.
- Second Regional Workshop on Forest Monitoring, Technical SE Asia Initiative GEO GFOI, June 23–27, 2014, Kathmandu, Nepal.
- Accuracy Assessment of Activity Data, September 22–23, 2014, Bogotá, Colombia.
- Combined GFOI SDCG Meeting and the SilvaCarbon SE Asia Capacity Building Coordination Meeting, October 22–24th, 2014, Oslo, Norway.

5.2 MRV READINESS

5.2.1 SUPPORT TO PERU’S FOREST MONITORING SYSTEM

At the beginning of FCMC, Peru’s MINAM had already tested national mapping of forest cover and change, but had concerns about “latency” (how quickly products can be generated for reporting) and accuracy. To address this concern, MINAM requested FCMC and SilvaCarbon provide additional support along with UMD and CI. UMD’s Global Land Analysis and Dynamics system was installed at MINAM, including two workstations, software, and the pre-processed Landsat satellite-data archive for Peru. MINAM assigned two part-time analysts from its REDD+ program to use the system to produce a national assessment of deforestation as a basis for a forest-monitoring system. FCMC, through UMD, provided overall guidance, training on the method’s application, image interpretation, and a review of results at each iteration of the national deforestation map. Support was provided through a series of working sessions in Lima along with regular conference calls.

Within a year, MINAM had produced a precise, validated map of yearly deforestation from 2000 to 2011 (since updated to 2013). This map is one of the finest deforestation assessments produced by a tropical country. Validation included a robust sampling scheme; interpretation of acquired high-resolution digital images; and a statistical assessment, including a bias-adjustment of the final reported rates of forest loss. MINAM selected the product as its contribution to the regional deforestation assessment of the Organization Treaty of Amazonian Countries. The map was also used for the national emissions estimate produced in 2014 and presented by MINAM at the UNFCCC COP 20 in Lima. UMD led a supplementary analysis supported by FCMC through CI-Peru. The estimate was able to attribute deforestation and provide a comparison from and between anthropogenic

FCMC WORKING WITH IDEAM ON DEVELOPING SATELLITE-BASED ALERT SYSTEMS



causes versus a set of natural causes including river meanders and landslides. This work was published in a peer-reviewed journal, led by UMD and co-authored by MINAM and CI. The activity is summarized in the *FCMC MRV Peru Activity Report*.

5.2.2 SUPPORT TO COLOMBIA'S REGIONAL AND COMMUNITY ALERT SYSTEM

Colombia is well advanced in testing approaches to forest monitoring, carbon-stock assessments, and production of GHG estimates for reporting. Colombia's Institute of Development and Environment (IDEAM) saw that MRV is useful not only for reporting to the UNFCCC, but can also involve NRTM to more assess deforestation patterns rapidly and link them to policy responses and local enforcement potentially. IDEAM requested FCMC support on testing and developing alert systems for integration within their monitoring process. FCMC conducted an activity throughout 2014 that assisted IDEAM in developing three related systems. The first was a deforestation alert system that involved a technician placed within the regional Amazonian agency, CorpoAmazonia, discussed below. The second was an active-fire alert system modeled on CI's FireCast system, which is nearly completed by programmers working in IDEAM with FCMC guidance through CI. The third is a fire-risk system. While installation of the last system within IDEAM was beyond the scope of the FCMC-supported activity, CI expanded its existing system to cover Colombia and is sending daily results to IDEAM for immediate use and possible integration. IDEAM responded very positively to these systems and has further development programmed into their continuing REDD+ readiness process. The activity is summarized in the *Near Real-Time Alert Systems for Community-Based MRV in Colombia: Connecting National Forest Monitoring with CARs and Communities in Caquetá* report.

5.2.3 REGIONAL CAPACITY-BUILDING IN PERU AND COLOMBIA

Two of FCMC's MRV activities contributed to national and regional level capacity building. Peru has a decentralized government structure, involving regional governments in land-use planning, including REDD+. For MRV, the various ways in which regional governments partner with the national government is not yet determined, despite interest from both levels. The two regions most advanced toward subnational REDD+ MRV are San Martin and Madre de Dios. However, technical capacity in these regional governments is lower than at national level, especially related to monitoring land-use change. FCMC supported a MINAM request for assistance by leading a series of three workshops for regional government staff and partners from San Martin, Madre de Dios, Loreto, Ucuyali, and Cuzco. These workshops hosted by MINAM in Lima comprised:

- Fundamental concepts of MRV and forest monitoring within a MRV system including a review of remote sensing basics and common approaches to satellite data analysis for forest monitoring (June 2014).
- Understanding accuracy and area estimation, including a contribution from SilvaCarbon partner Boston University (August 2014). The final workshop, held in Lima, Peru, focused on building regional capacity.
- Near-real time alert systems for use in MRV (October 2014).

Each workshop used sample data and worksheets, such as near-real time satellite images and error-estimation worksheets that participants could explore on their own computers. The concluding workshop allowed for a

FCMC SUPPORTED IMPORTANT LINKS AND COOPERATION BETWEEN PERU'S MINISTRY OF ENVIRONMENT (MINAM) AND THE REGIONAL GOVERNMENT OF SAN MARTIN.



discussion of possible contributions from regional governments, where ideas discussed included contributions to: interpretation of some of the more complex types of vegetation, such as montane and wetland formations; interpretation of validation data; explaining deforestation drivers; and linkages to regional enforcement and vigilance. The series was an initial step that needs to continue towards national-regional coordination in MRV system development.

In Colombia, the national government had made good progress toward a national reference level and monitoring system, and was exploring possible ways for coordination with regional governments and local communities. The MRV-responsible agency, IDEAM, expressed interest in using satellite-based alert systems as an initial form of engagement that can eventually link to CBMRV. An FCMC-IDEAM activity was developed that included national and regional components to address this need and interest.

For the regional component, two FCMC consultants worked directly with CorpoAmazonia. One technician produced deforestation alerts from the regional office to communities, based on training from the FCMC and IDEAM teams. The second was a community expert who provided links to community representatives, led discussions on explaining the alerts, and collected impressions and ideas on how the alerts could be used. Suggestions included local education on the importance of fires, use of alerts in enforcement and community management, and community confirmation of satellite-based alerts for the national government.

5.3 MRV CONCLUSIONS

As detailed above, FCMC has made significant contributions to global and national capacity building for REDD+ MRV. Concluding lessons and observations include the following:

- On capacity building, the MRV Task addressed global capacity through the production of the MRV Manual and Remote Sensing Comparison study, and national capacity through a set of targeted activities mostly in Latin America. Continuation of SilvaCarbon, GFOI, and related efforts remains very important, especially to help countries reach fundamental capacity levels to estimate stocks and track deforestation and forest degradation. The greatest value of the regional workshops may be providing a venue for scientists from neighboring countries to meet and exchange ideas and experiences. Other forms of training could make more use of online training and freely available, open-source software. As much as possible, capacity building via partnerships in addressing the major elements of MRV is best, as this may have longer-lasting and deeper impacts. The Peru MRV and Colombia Alerts for CBMRV activities are good examples. Many developing countries have much lower existing capacity than Peru and Colombia and would likely require more extensive capacity building to develop effective, locally run MRV systems.
- The MRV Manual is unique in its scope. Ideally, the Manual will continue its evolution through SilvaCarbon or other processes. Communication of this resource, especially highlighting its complementarity to other capacity building resources, is key. One important aspect that needs more guidance and the provision of default data sets for countries is Key Category Analysis, where countries use existing information to determine where to emphasize their MRV efforts. The Remote Sensing Comparison study could be expanded, using additional study areas, perhaps national-level comparisons, and done for near-real time deforestation alerts distributed by WRI's Global Forest Watch and others.
- In-country capacity is dependent on the staff that governments assign to key positions. Often, the level of expertise for staffing is under-estimated, and staff with deeper technical backgrounds would be more appropriate. Many local consultants that worked on the FCMC-funded activities were short-term technical assistance, which created challenges in attracting scientists and ensuring smooth, consistent operations. Ideally, the technical positions should be full-time and competitive with the private sector in order to match the level of importance that these technical roles represent to national REDD+ programs. At the institutional level, roles are sometimes slow to be defined. Progress on technical aspects of MRV can be made prior to the clear definition of roles and a broader strategy.

- While USAID’s SilvaCarbon program has focused on a set of technical issues and its roles as a contributor to GFOI, the FCMC Task was in some ways broader in scope, allowing for national assessments and addressing issues such as institutional arrangements, while also partnering with countries on specific aspects of MRV. Based on feedback and FCMC staff interactions with expert partners from SilvaCarbon, national government representatives, and other partners, FCMC has made a significant impact that hopefully can continue via future USAID programs.

5.3.1 MRV SOW DELIVERABLES RELATED TO MRV ACTIVITIES

Task 4 anticipated outcomes/results for IR1 (Architecture): *There is greater shared understanding and technical capacity at the international level, including among USAID staff and partners, to design and implement sustainable measurement, monitoring, and reporting systems for forest and land use greenhouse gas emissions.*

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|--|--|
| 1. Manual of best practices, including case studies, on building sustainable GHG monitoring systems that involve local communities and stakeholders and that also deliver economic and resource status data to decision makers for development planning. | <ul style="list-style-type: none"> • <i>Measurement, Reporting and Verification (MRV) Manual Version 2.0</i>; also are available a <i>Summary for Policy Makers</i> and <i>Overview Report</i>. • <i>Overview of Semi-Automated Approaches for Monitoring National Deforestation and Demonstration of Semi-Automated Approaches for Monitoring National Deforestation</i>. |
| 2. Partnership with a regional training institute to create and offer technical courses, including offering scholarships to increase diversity of students. | <ul style="list-style-type: none"> • Translation of and course developed by FCMC subcontractor GHGMI entitled “GHG Accounting for Forest and Other Land Use Projects” Course and sponsorship of 35 participants. |
| 3. Regional workshops on GHG inventories to harmonize, as appropriate, carbon monitoring techniques and to share lessons on setting up sustainable monitoring systems. | <ul style="list-style-type: none"> • Financial and/or technical contributions to a series of 8 workshops in several regions co-organized by USG SilvaCarbon Initiative. |
| 4. One training in Washington, D.C. and two overseas regional trainings for USAID staff on GHG measurement, monitoring, and reporting methodologies and inventory systems for national, program, and project level monitoring. | Not done. |
| 5. Additional deliverables post-award that may enhance the FCMC Program. | As adapted in the various ToRs |

Task 4 anticipated outcomes/results for IR2 (Readiness): *Key countries have more accurate and sustainable forest and land use inventory, monitoring, and reporting systems.*

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|---|--|
| 1. Assessment of 6 countries, of which 3 are in the Andean Amazon, to determine their national GHG measurement, monitoring, reporting and verification capabilities and generate recommendations on actions needed to enable functioning system monitoring systems. | Not applicable. |

| TASK ORDER SPECIFIED DELIVERABLES | KEY CORRESPONDING DELIVERABLES AND ILLUSTRATIVE PRODUCTS |
|--|---|
| 2. Technical assistance delivered for at least one country to improve a critical aspect of their measuring, monitoring, and reporting system for forest carbon emissions reductions. | <ul style="list-style-type: none"> • <i>Experiences in Capacity Building on Forest Monitoring at the National Level: The FCMC Peru MRV Activity</i> summarizes FCMC’s technical support for the satellite monitoring of Peru’s forests. • <i>Near Real-time Alert Systems for Community-based MRV in Colombia: Connecting National Forest Monitoring with CARs and Communities in Caqueta</i> presents outcomes of pilots on monitoring deforestation and providing fire alerts in pilot areas. |
| 3. Pilots of community involvement in forest carbon estimations and monitoring. | Not applicable. |
| 4. Strengthening of local training institutes in select key countries to respond to technical needs related to measuring, monitoring, and reporting GHG emissions. | <ul style="list-style-type: none"> • Support provided to the technical agencies responsible for REDD+ in Peru and Colombia through a series of training and workshops linked to the publications and outcomes across the IRs. |
| 5. Additional deliverables post-award that may enhance the FCMC Program. | Not applicable. |

6.0 CROSSCUTTING ACTIVITIES

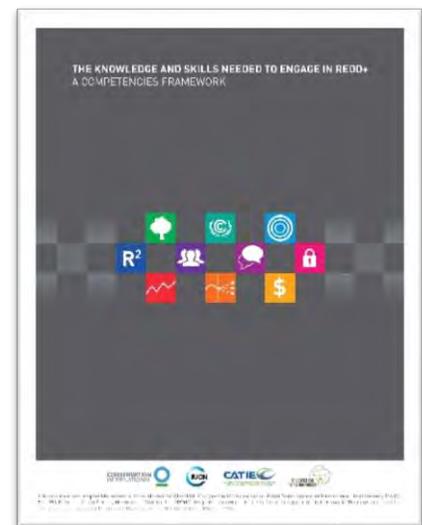
As explained in Section 1.1, the Crosscutting Issues and Coordination Task was not included in the initial SOW. While the need for coordination and integration between and among the Thematic Task Areas was clear from the beginning, the designation of a formal task was not initially designed. Task 5 was added in 2012 to bundle activities that had elements across the program areas in Tasks 1–4 and the Task Lead joined the FCMC team in April 2012. This task did not have a series of defined deliverables under the two FCMC IRs for REDD+ (Architecture and Readiness) as did the other Task Areas, but this Task contributed to both IRs in terms of the Performance Monitoring Plan (PMP).

6.1 ALLIANCE FOR GLOBAL REDD+ CAPACITY (AGRC) COMPETENCIES FRAMEWORK

An important product developed under the Crosscutting Task was *The Knowledge and Skills Needed to Engage in REDD+: A Competencies Framework*. The Framework was developed to meet the need for a user-friendly tool describing the complex and challenging knowledge and skill areas, or competencies, which REDD+ stakeholders require to engage successfully in design and implementation of REDD+ activities. The Framework contributes to Architecture or Readiness, depending on where along the REDD+ sequence a user is, from conception, to finance, to policy.

The idea for the Framework was catalyzed during an FCMC-supported workshop to build capacity of the then-nascent Alliance for Global REDD+ Capacity (AGRC). AGRC came together to provide the expertise, training, and tools required for REDD+ to stakeholders, including governmental agencies, civil society, Indigenous Peoples and rural communities, to understand and engage in REDD+ processes effectively.

While AGRC comprises several global and regional organizations working on REDD+, including CCBA, *Gesellschaft für Internationale Zusammenarbeit* (GIZ), *Instituto Internacional de Educação do Brasil*, UN-REDD, and World Bank Institute/FCPF, the Framework itself was prepared by three AGRC members representing the key REDD+ regions. These are the Costa Rica-based *Centro Agronómico Tropical de Investigación y Enseñanza* (CATIE), the Bangkok-based Center for People and Forests (RECOFIC), and the West and Central Africa Forest Conservation and Climate Change Program of the International Union for the Conservation of Nature (IUCN). FCMC subcontractor and AGRC member CI provided overall technical guidance and was the lead AGRC member for the development of the Framework.



The Competencies Framework was organized under 10 themes:

1. Science of climate change;
2. Climate change international policy;
3. REDD+ implementation activities at national and sub-national scales;

4. Reference levels and reference emissions levels;
5. Stakeholder engagement;
6. MRV systems;
7. SES;
8. REDD+ readiness;
9. Free Prior and Informed Consent; and
10. REDD+ funding and finance.

A step toward the development of the Framework was an Experts Workshop in June 2013 to review draft sections and provide detailed comments and re-drafts. This workshop was attended by key USAID staff along with representatives of the contributing organization and FCMC. In order to raise awareness about the framework, a working draft was presented at the 38th meeting of the Subsidiary Bodies to the UNFCCC in June 2013, where a representative from USAID/Washington spoke on a panel, as did representatives from Ghana and Costa Rica who offered their perspectives on the value of the Framework for their constituencies.

One useful and unanticipated aspect that evolved after the Framework was finalized, approved, and launched was CI's initiative to leverage non-USAID funding to translate the Framework into Spanish, thus reaching a much broader audience, as well as to develop an app for Apple devices for the Framework, in both English and Spanish. This app makes the Framework more accessible and much easier to update as various decisions and competencies evolve. The app was presented at a side-event at UNFCCC COP 20 in Lima in December 2014.

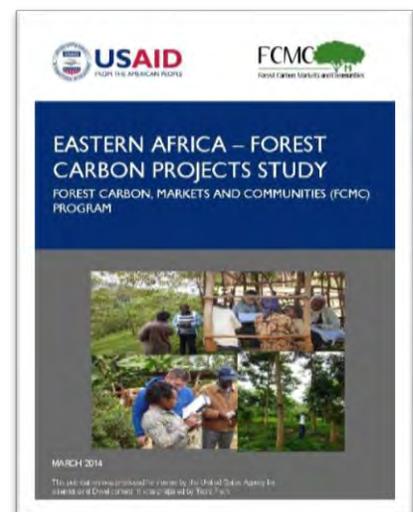
It is unclear if AGRC will remain effective without a member institution serving as a champion, organizer, and convener. CI's efforts and initiative to raise funds for translation and app development were encouraging in terms of stimulating continued AGRC engagement regarding the Framework, and positions CI as a logical institutional leader for the Alliance. The development of the app as a tool for dissemination, and use of the Framework, was innovative and a good model to consider for future efforts of this kind. Manuals and guidance documents on an evolving subject like REDD+ quickly become obsolete due to the dynamic nature of REDD+, the emerging body of lessons being learned from pilot or voluntary forest carbon projects, and ongoing policy dialogues. An app provides the opportunity to update the core competencies with additional knowledge, references, and resources quickly.

6.2 EASTERN AFRICA STUDY

The USAID/Africa Bureau, in collaboration with the Forestry and Biodiversity Office, requested FCMC assistance to conduct an activity in Eastern Africa that was known as the “East Africa Regreening Study,” which resulted in two reports and a brief. The reports were:

- The *Eastern Africa – Forest Carbon Projects Study* provided the detailed results from the study and was made available as a public document.
- The *Programmatic Lessons from Four Forest Carbon Projects in Eastern Africa* was for internal USAID use for future programming considerations.

The study analyzed four forest carbon projects in three Eastern Africa countries to understand their challenges and successes better in terms of climate change mitigation standards, biodiversity conservation, and community development. The projects were different in their design and objectives, but with the common element of increased forest cover through either tree planting or natural regeneration. The four projects were:



- Trees for Global Benefits, implemented by Environmental Conservation Trust of Uganda (ECOTRUST), a Ugandan NGO, using Plan Vivo standards;
- Humbo Assisted Natural Regeneration Project in Ethiopia, implemented by World Vision (an international NGO) through its Australian and Ethiopian affiliates using Clean Development Mechanism (CDM) standards;
- The International Small Group and Tree Planting Program in Kenya, implemented by Clean Air Action Corporation and Institute for Environmental Innovation (a US for-profit and non-profit, respectively) using VCS standards; and
- East Aberdare/Mount Kenya Forest Rehabilitation Project, implemented by Green Belt Movement (a Kenyan NGO) using different CDM standards to the Ethiopian project.

Common elements and differences regarding carbon finance and income, biodiversity conservation, and social and environmental co-benefits were presented to inform future programming of similar projects by USAID or others. Findings potentially contribute to both REDD+ Readiness and Architecture in terms of lessons learned on how to integrate biodiversity and community considerations into the development, design, and implementation of REDD+ strategies or projects, particularly those that focus on tree planting or forest restoration. The publicly disseminated document was provided to REDD+ focal points and other key informants in each country.

Each of the four projects has distinguishing successes worthy of consideration for future projects and germane for either Architecture or Readiness. While the analysis was limited to projects in Eastern Africa, the findings and conclusions are relevant to USAID Missions, Bureaus, and partners globally. Among these are the following:

- Projects need long-term investor funding commitment.
- Forest carbon prices were low at the time of the study (and remain so) and there is a trend toward an oversupply of carbon credits, as more and larger REDD+ projects come on-line.
- Scaling up is challenging, but potential economies of scale exist for carbon compliance in uniform environments; although costs of many community aspects may increase in proportion to project size.
- National governments must maintain or create a harmonized enabling environment and support technical and administrative capacity across relevant sectors in developing REDD+ strategies including land and resource tenure, forestry, agriculture, and natural resource management.
- Natural regeneration of forest vegetation is highly effective in many circumstances, even in highly degraded sites such as Humbo in Ethiopia. Many operational costs are lower and biodiversity benefits higher than tree planting.
- While most farmers seem committed to “permanence” of their trees in the contractual forest carbon sense, it is unclear whether they will maintain or replant trees (especially indigenous species) after the contract period.
- Aggregate perceived benefits are the incentives motivating tree husbandry. At current carbon prices, revenues seem insufficient to provide adequate incentive to farmers. In contrast, co-benefits such as soil erosion control, windbreaks, and stabilized rainfall and river flows from tree-growing seem to provide sufficient rewards to farmers, but carbon revenue is an important organizing principle and behavioral motivation.

NATURAL REGENERATION AT HUMBO, ETHIOPIA



6.3 SUPPORT TO CENTRAL AFRICA REGIONAL PROGRAM FOR THE ENVIRONMENT (CARPE)

FCCMC was asked to organize a workshop for the Washington, D.C.-based partners of USAID's Central Africa flagship program, the CARPE. This was an activity requested by USAID in both Kinshasa and Washington, D.C., and fit FCCMC's objective of building the capacity of USAID and other partners to engage in REDD+ effectively.

The five objectives for this workshop were to:

- Gain a better understanding of the current CARPE goals and objectives with respect to biodiversity and climate change mitigation and how to achieve the greatest impact from existing tools toward these ends.
- Introduce key elements of the National REDD+ Strategies and Action Plans (RSAPs) and LEDS and examine how tools developed by CARPE partners can relate to key elements of these Strategies.
- Understand how landscape- and jurisdictional-level REDD+ activities link with national processes for MRV to identify the "two-way" flows of information needed to achieve effective synergy between these "nested" levels of action.
- Determine how tools developed by CARPE to support biodiversity conservation and climate mitigation processes that are underway (including landscape-level REDD+ projects, RSAPs, and LEDS) complement and connect with emphasis on how biodiversity monitoring and participatory land use planning experience informs development of national MRV systems for carbon stock changes and Safeguard Information Systems for tracking environmental and social impacts as well as accelerate progress with landscape level implementation of REDD+ measures.
- Identify information gaps in connectivity, and complementarity and additional applications of analytical tools and methods to support national processes for biodiversity and climate change management.

The workshop in May 2013 was attended by representatives of USAID, UMD, WRI, USFS, and CARPE partners. USAID's CARPE Senior Global Climate Change Specialist led the meeting. FCCMC staff co-organized the event with support from USFS and the Training Resources Group.

Workshop outcomes include identification of potential knowledge gaps and next steps for CARPE toolkits and their applications, including the need to make data and methods consistent and accessible to develop national RSAPs and LEDS within the Central Africa region.

6.4 WEST AFRICA MANGROVES

A joint scoping assessment mission including USFS, FCCMC, and representatives from USAID/West Africa undertook a scoping trip to determine what activities might be appropriate, particularly in the area of REDD+ Readiness, given that many countries in the region were in the process of developing REDD+ Readiness plans and National REDD+ Strategies. Two priorities for FCCMC support emerged. One was direct support to the REDD+ Readiness processes underway in Ghana and Liberia, with a more direct technical contribution on areas of SES in those countries. This activity did not move ahead for primarily for budgetary reasons. The second priority, which was implemented, was support for a Regional Expert's Workshop on Mangroves and Climate Change, given USAID West Africa's experience that this critical and carbon-rich ecosystem was under-represented in climate change discussions, strategies and projects. The workshop was implemented in collaboration with USFS, building on the collaboration catalyzed during the scoping mission and USFS's ongoing work on mangroves and carbon in Eastern and Southern Africa.

Priority objectives for the workshop, held in Ghana from May 2014 were:

1. Increase awareness of the importance of mangroves and other coastal forested wetlands and the ecosystem services they provide, including specifically their role in addressing climate change adaptation and mitigation issues; and
2. Identify gaps, needs, and opportunities to strengthen national and regional collaborations within and among practice, policy, and research regarding mangroves and sustainable mangrove management.

Forty-two participants from USAID, national government agencies, implementing organizations, researchers, and USFS and FCMC staff participated, which included a field trip to a mangrove project site.

The workshop concluded that mangroves are often sidelined as priority ecosystems in general and not only in the context of climate change. The ecological and socio-economic roles and functions of mangroves are not well understood and are undervalued by the public and policy makers. There is little or no inclusion of mangroves in development of climate change mitigation or adaptation strategies or policies in participant countries. Participants determined that regional priorities for mangrove management should center on carbon sequestration (mitigation), coastal protection (adaptation), sustainable community energy use (firewood/charcoal), and fisheries habitat conservation.

To address gaps and lack of coordination in mangrove management, recommendations for interventions at national and regional levels included:

- At national level, concerted efforts are needed to harmonize mangrove management between varying ministries and government institutions to clarify which institutions have responsibility and authority for specific aspects of mangrove policy and management. Coordination is important overall as well as in the context of climate change mitigation and adaptation.
- Technical capacity and awareness regarding various aspects of mangrove science and management need strengthening at all levels, from universities to ministries to communities.
- Lessons from research and practice need stronger linkages with policy makers, and should inform development of policies at national and regional levels.
- At regional level, increased coordination by the Economic Community of West African States was seen as an approach that could result in significant benefits for awareness raising and coordination across borders to improve policy harmonization and the sharing of best practices, knowledge, and experience.



Workshop evaluations indicated that participants gained new knowledge and information about the status of mangroves in West Africa, in general, and mangroves and climate change in particular. USAID/West Africa recognized this lack of attention to mangroves and has since developed a project on West Africa Biodiversity and Climate Change.

6.5 NATIONAL CAPACITY ASSESSMENTS FOR PERU AND ECUADOR

FCMC assessed national REDD+ readiness in Peru and Ecuador at the request of the respective USAID Missions. Although begun before establishment of the crosscutting task, these efforts were truly crosscutting in nature, with multi-disciplinary teams reflecting the FCMC Task Areas assembled for both assessments.

Ecuador began work on REDD+ related issues prior to receiving multilateral support. To support these efforts, the Ecuador Assessment conducted a comprehensive assessment of REDD+ Readiness and identified opportunities for USAID to support government. In addition to assessment of the four key FCMC

Thematic Task Areas, the report included a detailed assessment of policy and institutional issues such as definition of carbon rights and the alignment of the government's planning collaboration and policy.

Peru was an early leader in REDD+ efforts; in 2010, Peru had accounted for one-third of the global supply of carbon credits. Peru was also an early leader in exploring the possibilities and mechanisms for nested REDD+. The Peru Assessment undertook an in-depth look at the main FCMC Thematic Task Areas, except for LEDS. The Assessment identified two principal crosscutting challenges for REDD+ in Peru. These were the lack of a comprehensive national REDD+ strategy and the need for more effective coordination and communication within government at the regional and national levels and among local, national, and international stakeholders. This initial assessment paved the way for extensive follow-up work by FCMC in Peru in the areas of FCM, MRV, and SES.

Both assessments were completed in 2011 and delivered to the USAID Missions. The full Peru Assessment was not publicly released at the request of the USAID Mission, although the Executive Summary is available. The Ecuador Assessment and Executive Summary are publicly available.

6.6 SHIFTING CULTIVATION, GENDER, AND REDD+

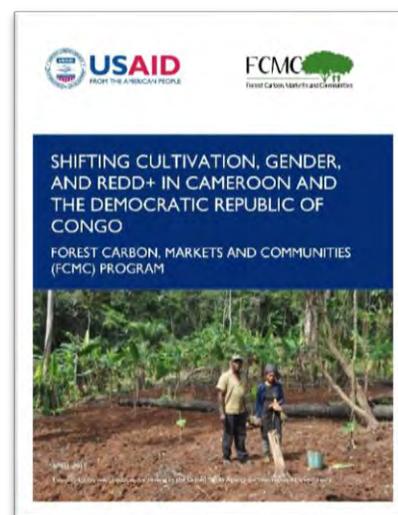
The need for a comprehensive study on shifting cultivation, gender, and REDD+ in West and Central Africa was identified as a key component of the SES task work program early in FCMC. The objective was to examine links among shifting cultivation, deforestation and forest degradation, REDD+ policy dynamics, and gender in DRC and Cameroon. Specific objectives were to:

1. Assess the extent to which shifting cultivation drives or buffers against deforestation and forest degradation in the DRC and in Cameroon.
2. Analyze the consequences of how shifting cultivation is considered by policymakers and project implementers in DRC and Cameroon, with a particular attention to REDD+ stakeholders.
3. Identify key gender issues associated with shifting cultivation and the policies that target it.
4. Contribute to improving imagery interpretation regarding drivers and outcomes of deforestation from shifting cultivation versus other drivers/causal factors.

The topic is important to REDD+ development and SES issues, and gender roles in forest and land use management, in particular. Small farmers employing traditional shifting cultivation practices are often portrayed as the main drivers of deforestation and forest degradation. The intent of the study was to explore this simplistic yet dominant narrative in the larger context of land use and related social and economic dynamics in the focal countries. Therefore, the study looked closely at the interlinkages between macro- and micro-market drivers such as forest or mining roads allowing increased access to local markets by small communities, increasing global demand for commodities such as oil palm, and migrating in and out. The roles of women and men in both the decision-making and labor allocations across the land use spectrum, including shifting cultivation, are critical when making investment and policy decisions for REDD+.

The following conclusions for REDD+ policymakers, implementers, and donors contribute to the discussions on how to support traditional small-scale farming systems while simultaneously helping them to adapt to changes in policy circles, landscapes, and communities regarding REDD+ and other land uses.

1. Policymakers should take into account farmers' capacity to make decisions based on their own means, interests, and experiences. REDD+ promoters and managers should work



with target beneficiaries jointly to develop options and incentives to reconcile farmers' objectives with national and global agendas.

2. The “committee-based natural resources management” approach needs thorough analysis as a management strategy by its promoters. Alternative strategies should explore how individual farmers or families could receive direct benefits from forest conservation and reconciled with common property regimes.
3. Market incentives are the drivers for agricultural intensification at large scales. Without improved trade terms for producers, intensification is unlikely. A range of intensification options should be considered, such as agroforestry, conservation agriculture, and rehabilitation of smallholder plantations, among others.
4. Land and resource tenure, use, and/or access rights need to be defined and secured, so that people living in forest areas invest in land over time. Benefit-sharing mechanisms for REDD+ and PES schemes must ensure that forest-dependent communities receive both real and tangible incentives to not deforest as well as an adequate share of the benefits.
5. Women are the main agricultural labor force and the engine of farming systems transformation. Food crop farming is largely unprofitable and women's labor is undervalued, even though household food security relies on these efforts. Women must participate in REDD+ decision making.
6. Policymakers should develop analytical tools to study drivers of deforestation. Conventional tools that rely on satellite imagery and correlations between a limited set of variables are useful but insufficient because they do not capture social elements such as gender and power dynamics.

6.7 CROSSCUTTING CONCLUSIONS

The value of adding a crosscutting theme to integrate the various Technical Task Areas was a logical step given the prescriptive nature of REDD+ requirements for MRV, finance, SES, and (to a lesser degree) LEDS. The formal Task, once established, proved effective in addressing issues that didn't neatly fit into the other Thematic Task Areas or spanned several of them, such as the CARPE and Mangroves and Climate Change workshops.

The potential for crosscutting collaboration among FCMC Task Areas would have been greater if originally included in the program design. When this Task was created, the four other core Task Areas were firmly established. Each of the Tasks worked with a USAID counterpart to develop project concepts, proposals, and activities, but worked largely separately from the others. A more integrated program structure may have provided more evidence of the importance of cross-thematic coordination for REDD+, and how the Tasks that often call for coordinated learning requiring diverse types of expertise and skills.

Nevertheless, there was collaboration between Task Areas after the initial country assessment, particularly in development benefit sharing activities. For example, the MRV Task had an activity in Colombia on CBMRV, a concept that lends itself to exploring how SES issues related to aspects such as biodiversity or benefit distribution could be monitored by communities. Ideally any future program looking at how to address REDD+ should be structured such that crosscutting issues and joint programming are embedded from the outset and integrated into program design and implementation, similar to how the Peru and Ecuador Assessments evolved.

7.0 OVERALL CONCLUSIONS— CONTRIBUTIONS TO REDD+ DEVELOPMENT AND INTEGRATION

FCCM contributed to REDD+ Architecture and Readiness in many substantial ways across all Task Areas and in crosscutting ways as well. The program adapted nimbly to the changes in the assumptions embedded in the SOW, especially in terms of the enabling environment and pace of international architecture. Below in summary are some of the main conclusions from FCCM.

7.1 ADAPTIVE PROGRAM MANAGEMENT

As described in Section 1.1, FCCM began with several assumptions, not all of which proved durable. In particular, the slow development of international REDD+ architecture required refocusing FCCM, even though the core elements (the four original Task Areas) remained useful and effective. Further adjustments were necessary to reflect which USAID Missions were most interested in participating.

USAID's FCCM management team, along with FCCM contractor personnel, took an adaptive approach to optimizing "doable" activities both through annual work plans and USAID demand-driven opportunities as they arose rather than pursuing activities that were either no longer relevant, or were likely to be less rewarding. This approach proved highly successful, as demonstrated by the large volume of high-quality work produced (see Annex 1).

7.2 MEASURING IMPACT AND UPTAKE

FCCM was not in a position to monitor uptake of its technical guidance documents or the information provided during its many workshops post-workshop. Impact assessments would have been valuable if FCCM was a differently structured to follow-up with the participants to see how the knowledge was used, and possibly organize follow-on or complimentary assessments or guidance documents and workshops moving forward as the knowledge and experience with REDD+ increased. Adaptive learning and management would benefit from subsequent follow-up on how participants used knowledge and skills gained over time. USAID may have opportunities to estimate impact through the operating units involved or other programs.

7.3 CROSSCUTTING ASPECTS OF REDD+

An important adaptive gain was introduction of crosscutting activities as a fifth Task Area. Clearly REDD+ will only be successful as an integrated entity rather than a set of separate components. However, this integration is not an easy task for either Architecture or Readiness as reflected in the diverse cast of stakeholders from politicians, financiers, and technocrats to forest-dependent peoples, often living in poverty. While many FCCM activities in the other four Tasks have implications for others, and these were often

brought out, program design and implementation could have placed more emphasis on REDD+ as an integrated approach to performance-based forest conservation, rather than the differing disciplines (and actors) concerned with forest carbon inventory, finance, environment, and people. Similarly, from an integration perspective, the range of activities in one country (Colombia) could, with hindsight, have served as a model of integration. However, the evolution of these activities as a series of separate demand-driven requests, and the structure of FCMC was not conducive to such a strategic integrated approach.

7.4 DIVERSITY OF PARTNERS

FCMC engaged with an extremely diverse suite of partners of multiple scales over the course of implementation as may be gleaned from reading this report and deliverables listed in Annex 1. Partners and beneficiaries included local, national, and international NGOs; community institutions; municipal agencies and authorities; regional governmental agencies; national governments and governmental agencies; international institutions; global Conventions; and various US Government Agencies in addition to USAID. Some of these were direct implementing partners, such as E3 in Colombia on the Huila Action Plan Activity; others were technical partners, such as the Ministry of Environment in Peru; and others still were partners on policy activities, such as the VCS.

FIGURE 7.1: ILLUSTRATIVE EXAMPLES OF FORMAL FCMC PARTNERS



7.5 PARTNERSHIPS AND “RECIPROCAL LEVERAGING”

While in principle a stand-alone TO, FCMC was highly effective in recognizing opportunities to add value to REDD+ (and related) developments through working with other organizations for mutually beneficial outcomes. Numerous examples are cited throughout the report, including AGRC, REDD-Desk, DCA, and TFA support. FCMC also worked closely with FCPF at the World Bank in providing technical input to the REDD+ agenda.

7.6 GEOGRAPHICAL SPREAD

FCMC had global reach, although most of the longer term, on-the-ground technical activities were in Latin America. There was relatively limited engagement with the Asia region; this may reflect the fact that the USAID Regional Development Mission in Asia positioned itself to play a stronger role in supporting regional and bilateral REDD+ activities than did other regional missions or Bureaus in USAID/Washington. The FCMC activities in the Asia region were largely confined to the regional SES workshop and the regional report in lessons learned from community forestry for REDD+ with no specific country engagement. In Africa, FCMC engagement was more extensive, although here again there was no specific in-country technical support provided. SES regional workshops were held in Congo Basin/Central Africa (Brazzaville) and in Eastern and Southern Africa (Zambia). The Mangroves and Climate Change workshop targeted West Africa. The most direct technical on the ground work in Africa was during the re-greening study in East Africa, with short-term field work taking place in Uganda, Kenya, and Ethiopia. Africa overall was also a subject for the community forestry and REDD+ series. Most direct FCMC in-country technical support took place in Latin America, mainly in Colombia, Peru, Guatemala, and Ecuador. This support included the Peru and Ecuador REDD+ Assessments; MRV, FCM, and SES work in Peru; LEDS, SES, FCMC, and MRV work in Colombia; and LEDS work in Guatemala. Regionally, Latin America was also a subject of the community forestry and REDD+ series and there was an Andean Regional SES workshop held in Lima.

The location of the FCMC office in Washington, D.C. created a number of opportunities along with some challenges. While it made it simpler to collaborate with Washington-based organizations such as the World Bank, USAID/Washington (including DCA), and US Department of State, it also made coordination and collaboration with country Missions on Readiness work more challenging. As a result, the FCM work skewed more toward supporting the development of the international architecture rather than REDD+ Readiness as the FCM team did not have formal bases elsewhere (unlike MRV and its synergies with existing CI activities in several countries).

7.7 SHARED LEARNING

The international architecture of REDD+, and consequently the national experiences in Readiness, continued to evolve against the backdrop of UNFCCC negotiations. Although the architecture developed slowly and shifted direction thus challenging FCMC to provide definitive contributions to implementation of REDD+, the program was important as a platform for shared-learning with diverse actors.

7.8 VALUE BEYOND REDD+

Most FCMC work has inherent value beyond the relatively narrow confines of REDD+. MRV and FCM certainly have elements that are narrowly focused to the confines of REDD+ markets and reporting requirements. However, even these Tasks developed products and lessons that are valuable beyond REDD+, such as lessons in CBMRV that would be relevant in non-REDD+ context and the information generated in the TFA 2020 deforestation studies, to name two examples. In addition, lessons are broadly applicable for financing mechanisms and benefit sharing for conservation beyond climate change. Similarly, LEDS makes a valuable contribution to REDD+ but is a valuable approach to addressing climate change mitigation and adaptation through other non-REDD+ means. The SES Task was explicit in its planning and objectives across all activities that the outcomes could and should benefit in non-REDD+ contexts and contribute to the broader evolution of natural resources management.

8.0 PROGRAM MANAGEMENT

8.1 TASK ORDER MANAGEMENT

FCCM was a TO under the PLACE IQC. The TO had seven formal modifications; most were routine involving incremental funding and FCCM and USAID personnel changes. Modifications 3, 6 and 7 included no-cost extensions, with the eventual project closure occurring in August 2015.

USAID designated a COR for the TO, as is normal, along with an alternate, from the Bureau of Economic Growth, Education and Environment. However, individual Task leads were also designated from the Bureau's Global Climate Change (for FCM, LEDS, and MRV) and Forestry and Biodiversity (for SES and Crosscutting) Offices. Individual activities were also requested and/or overseen by other USAID/Washington Bureaus, and regional and country Missions as described in preceding sections. For example, the Colombia and Peru Missions were deeply involved in a range of FCM, LEDS, SES, and MRV activities, and the Africa Bureau and West Africa Regional Mission supported the Eastern Africa Study and West Africa Mangrove Workshop, respectively. For all non-USA-based activities, country Missions were involved and supportive throughout, whether they had requested the activity, or whether the activity originated with one of the Washington offices. While these arrangements worked well, because of cordial professional relationships and regular exchange of information between USAID and FCCM staff, the complexity of arrangements sometimes led to lengthy deliberations before an activity could begin and lengthy review processes for technical deliverables. Nevertheless, all approved activity scopes were completed and deliverables presented.

In addition to technical reports and other activity-specific deliverables, FCCM was required to provide, and complied with, the following documents:

- Annual work plans;
- Quarterly progress reports and financial statements;
- Biannual status reports; and
- Final Report (this document).

8.2 STAFFING STRUCTURE

In the same way that the program evolved, so did staffing, in particular to cover the added Crosscutting Task, and the Communications activity (described below). In addition the LEDS Task had been identified as one of the four main Task Areas and assigned a full-time LEDS Task Lead under the CI subcontract. The Task Lead left FCCM in early 2012. Given the lack of demand for FCCM support to global or Mission LEDS activities at the time, it was decided that the Crosscutting Task Lead would serve as the Focal Point for the LEDS. It was agreed that a new full-time Task Lead would be considered if and when the demand increased to warrant the investment. As the number and complexity of simultaneous activities increased, there was a need to add administrative and financial support to help budgeting and logistical needs. A Communications Officer was also added. Nevertheless, staffing remained lean throughout. Several staff members left during implementation and were either replaced or had their duties assigned to existing staff. These personnel changes were not significantly disruptive to implementation of tasks and activities due in large part to the highly collaborative and mutually supportive relationships between USAID staff and FCCM personnel.

TABLE 8.1: FCMC STAFF

| Staff member (including FCMC-dedicated subcontractor staff) | Position | Period |
|---|---|--------------------------------------|
| Ani Zamgochian | Operations Manager | June 27, 2011–September 13, 2013 |
| Arjun Khosa | Operations and Logistics Assistant | November 26, 2012–March 27, 2015 |
| Colin Silver | Operations Assistant/Communications and Research Assistant | June 13, 2012–June 17, 2014 |
| Gabriel Thoumi | Finance Specialist and Carbon Market Specialist (FCM) | June 20, 2011–July 13, 2012 |
| Janis Alcorn | Deputy Social Scientist (SES) | October 1, 2012–December 10, 2013 |
| Leif Kindberg | Knowledge Management Specialist | November 19, 2014–May 30, 2015 |
| Marc Steininger (CI) | Carbon Inventory Specialist (MRV) | April 8, 2011–March 27, 2015 |
| Margareta (Maggie) Roth | Communications and Knowledge Management Specialist | November 13, 2012–September 30, 2014 |
| Morgan Karimi | Finance and Contracts Specialist | January 6, 2013–March 27, 2015 |
| Paula Williams | Social Scientist (SES) | April 8, 2011–December 19, 2013 |
| Rishi Das (CI) | Senior Climate Change Mitigation and MRV Analyst | January 7, 2013–March 20, 2015 |
| Robert O’Sullivan (Terra Global Capital) | Senior Director, Finance and Carbon Markets (FCM) | October 1, 2012–March 31, 2015 |
| Scott Hajost | Chief of Party | April 8, 2011–November 14, 2014 |
| Stephen Kelleher | Cross Cutting Task Lead/SES and LEDS Focal Point / Chief of Party | April 2, 2012–May 30, 2015 |
| Tim Killeen (CI) | LEDS Specialist | April 8, 2011–June 22, 2012 |

8.3 SUBCONTRACTORS

For FCMC, Tetra Tech engaged four primary subcontractors:

- Conservation International (MRV);
- Greenhouse Gas Management Institute (MRV);
- Terra Global Capital (FCM); and
- World Resources Institute (MRV).

Although largely involved in specific Tasks indicated, with CI taking a lead role in MRV and Terra Global Capital in FCM, these two subcontractors provided dedicated staff to FCMC (see Section 8.2) and provided important support in other tasks as documented in preceding Sections. CI and WRI are also core Tetra Tech subcontractors under PLACE. Given that the level of REDD+ engagement under PLACE was not clear when the IQC was awarded, Tetra Tech added non-PLACE subcontractors to its FCMC consortium to ensure sufficient MRV and FCM coverage.

In addition, 17 subcontractors were added for shorter periods to assist in implementation of specific activities as itemized below. Many of these subcontractors were engaged as a result of USAID demand-driven activities that emerged and needed specific specialized or localized inputs and demonstrate the flexible approach adopted to FCMC implementation.

TABLE 8.2: FCMC SUBCONTRACTORS

| Name | Role | Period |
|---|---|-------------------------------------|
| Bloomberg Finance L.P. | Sponsorship of Bloomberg New Energy Finance (BNEF) sixth annual Summit | April 22–24, 2012 |
| CATIE | Development of REDD+ Competencies Framework, Latin America Focus | October 22, 2012–July 31, 2013 |
| Center for International Environmental Law (CIEL) | REDD+ Social Safeguards and Standards Legal Review | February 2–10, 2012 |
| Global Canopy | Develop the REDD-Desk's REDD+ Markets and Standards platform. | January 28, 2013–February 13, 2015 |
| Grupo E3 SAS | Develop and Implement work plan for the Huila 2050 Climate Change Project | March 20, 2012–August 31, 2014 |
| Institutional Investor Journals (IIJ) | Institutional Investors AB32 Webcast & Paper | June 29, 2012–September 20, 2012 |
| International Union for the Conservation of Nature (IUCN) | Development of REDD+ Competencies Framework, Africa Focus and support to the Mangroves and Climate Change and Congo Basin workshops | September 10, 2014–October 30, 2014 |
| Kolibri Consulting Group | Social Dimensions of REDD+ Facilitator and Briefing Paper on Gender and REDD+ | October 6–31, 2011 |
| McGuire Woods, LLP | Development Credit Authority Carbon Product Development | July 24, 2012–July 31, 2014 |
| Observatoire Satellital des Forets d'Afrique Centrale (OSFAC) | Imagery Expertise for Shifting Cultivation, Gender and REDD+ Study | November 26 2012–January 30, 2013 |
| RECOFTC | Development of REDD+ Competencies Framework, Asia Focus | October 10, 2012–July 31, 2013 |
| Sociedad Peruana de Derecho Ambiental (SPDA) | Peruvian Legal & Policy Framework, Peru Assessment | July 26, 2011–August 5, 2011 |
| Tetra Tech ESI | Institutional assessment and emission reductions in Guatemala for the LEDS working group. | January 7, 2013–January 15, 2015 |
| Tetra Tech MA | Provide part -time Information and Communications Specialist | May 26, 2014–April 30, 2015 |
| University of Maryland | Support to Peruvian Ministry of Environment (MINAM) on satellite-based forest and land cover monitoring for application in MRV. | July 1, 2013–August 31, 2014 |
| Woods Hole Research Center | Presentation on socio-economic aspects of shifting cultivation | July 16–20, 2012 |
| World Wildlife Fund, Inc. (WWF) | REDD+ Safeguards system development in Colombia. | March 20, 2013–November 30, 2014 |

8.4 COMMUNICATIONS

Over the past four years, FCMC has produced more than 50 technical reports (many of which were translated into Spanish and/or French), as well as workshop materials, briefs, presentations, and other materials. More than 75 email web stories were developed on major developments in REDD+ and FCMC activities. The website had a high point in page views and unique visitors of 3,982 and 3,186, respectively. The Program led eight major topical workshops and trainings, participated in Conference of the Parties meetings, and conducted dozens of smaller technical workshops and trainings. These FCMC resources will be maintained in perpetuity on USAID's RM Portal at <http://rmpportal.net/library/content/fcmc> and a DVD with final drafts of all publications is to be handed over to USAID.

8.5 PERFORMANCE MONITORING

The TO specified that “... contractor’s performance shall be evaluated based on the completion of specific tasks as outlined in the Task Order, adherence to the work plan, and reports submitted to the COTR”. As such, the PMP was tied to tasks and deliverables rather than specific Indicators and Targets as is normally the case with USAID programs. In 2012, USAID requested that FCMC develop and report on a PMP based upon a selection of USAID’s standard global indicators.

Beginning in 2012, FCMC reported twice each year (after second and fourth quarters of the United States Fiscal Year) to USAID on these indicators. Annex 2 provides PMP details for the final six months of FCMC, during which substantive activities continued (October 2014–March 2015). The no-cost extension periods of April–August 2015 did not have substantive activities and are therefore not included in this final account of performance. The Annex also includes a summary of life-of-project performance against indicators: these totals are given below at the end of each indicator statement. The five indicators agreed were:

1. Number of days of USG-funded technical assistance in natural resources management and/or biodiversity conservation provided to counterparts or stakeholders – 1,603 days.
2. Number of days of USG-funded technical assistance in climate change provided to counterparts and stakeholders – 3,336 days.
3. Person hours of USG-supported training completed in climate change – 12,360 person hours.
4. Number of institutions with improved capacity to address climate change issues as a result of USG assistance – 128 institutions.
5. Number of laws, policies, strategies, plans, agreements or regulations addressing climate change (mitigation or adaptation) and/or biodiversity conservation officially proposed, or implemented as a result of USG assistance – 14 enabling documents.

ANNEX I: FCMC REPORTS

| Tracking Number | Title | DEC Link |
|-----------------|---|---|
| CCA 00-02 | Summary of Activities in Colombia | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQ1 |
| CCA 00-03 | Resumen de Actividades en Colombia | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQ2 |
| CCA 00-04 | Summary of Activities in Peru | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTM0 |
| CCA 00-05 | Resumen de Actividades en Peru | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTM1 |
| CCA 00-06 | Summary of Activities in West and Central Africa | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTUx |
| CCA 01-01/45 | Mangroves and Climate Change Experts' Workshop | On RM Portal. |
| CCA 02-01 | Report: West Africa Regional Workshop on Mangroves and Climate Change | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDI1 |
| CCA 02-02 | Mangroves in West Africa: A Policy Brief | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzY4 |
| CCA 02-03 | Les mangroves en Afrique de l'ouest Note d'orientation | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzZew |
| CCA 03-01 | Mangrove Reserves in Five West African Countries | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDE5 |
| CCA 03-02 | Reserves de Mangroves Dans Cinq Pays Africains | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzk0 |

| | | |
|-----------|---|---|
| CCA 04-01 | Background Brief: Mangroves and Climate Change | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTMw |
| CCA 04-02 | Mangroves et Changement Climatique | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjE2 |
| CCA 05-01 | Eastern Africa - Forest Carbon Projects Study | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQ5 |
| CCA 05-02 | Report Brief: Eastern Africa - Forest Carbon Projects Study | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQ4 |
| CCA 06-01 | Key Findings and Opportunities for REDD+ in Ecuador: An Abbreviated Summary of the Comprehensive Report | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTUw |
| CCA 06-02 | Un resumen abreviado del informe detallado la evaluación integrada de REDD+ en Ecuador | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODUx |
| CCA 06-03 | Integrated REDD+ Assessment of Ecuador | Internal USAID report. In files. |
| CCA 07-01 | Integrated REDD+ Assessment of Peru: Executive Summary | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTUz |
| CCA 08-01 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzkw |
| CCA 08-02 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzky |
| CCA 08-03 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzky |
| CCA 08-04 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzky |
| CCA 08-05 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODEx |

| | | |
|-----------|----------------------------------|---|
| CCA 08-06 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODEz |
| CCA 08-07 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODEy |
| CCA 08-08 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODE0 |
| CCA 08-09 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODE1 |
| CCA 08-10 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODE2 |
| CCA 08-11 | CARPE Technical Toolkit Workshop | Missing presentation. |
| CCA 08-12 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODE3 |
| CCA 08-13 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODE4 |
| CCA 08-14 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODE5 |
| CCA 08-15 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODIw |
| CCA 08-16 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODIx |
| CCA 08-17 | CARPE Technical Toolkit Workshop | Missing presentation. |
| CCA 08-18 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQw |
| CCA 08-19 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODIy |

| | | |
|-----------|---|---|
| CCA 08-20 | CARPE Technical Toolkit Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODIz |
| CCA 09-01 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NjMy |
| CCA 09-02 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NjMz |
| CCA 09-03 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njc3 |
| CCA 09-04 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njc4 |
| CCA 09-05 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njc5 |
| CCA 09-06 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njgw |
| CCA 09-07 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njgx |
| CCA 09-08 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njg0 |
| CCA 09-09 | AGRC Competencies Framework Technical Review Workshop | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Njg2 |
| CCA 10-01 | The Knowledge and Skills Needed to Engage in REDD+: A Competencies Framework | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MTE4 |
| CCA 10-02 | Report Brief: The Knowledge and Skills Needed to Engage in REDD+: A Competencies Framework | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzAz |
| CCA 10-03 | Presentation des questions: Les Connaissances et Competences Necessaires pour S'Embarquer dans la REDD-plus: Un Schema des Qualifications | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzAz |

| | | |
|-----------|---|---|
| | | 0YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzA0 |
| CCA 10-04 | Conocimientos y Destrezas Necesarios para Participar en REDD+: Un Marco de Competencias: Informe Temático | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzA1 |
| CCA 10-05 | Conocimiento y habilidades necesarias para participar en REDD+: Un marco de competencias | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjA4 |
| FCM 00-01 | FCM Brochure | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODUy |
| FCM 01-01 | US Government Investments and Policies to Facilitate Forest Carbon Finance and Markets | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTM1 |
| FCM 02-01 | US Experience with Results-based Finance | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTg3 |
| FCM 03-01 | Report Brief: REDD+ Supply and Demand 2015-2025 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjA5 |
| FCM 03-02 | Breve informe: Oferta y demanda de REDD+ en 2015-2025 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjEx |
| FCM 04-01 | Understanding Land Use in the UNFCCC | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MTAy |
| FCM 04-02 | Understanding Land Use in the UNFCCC: Summary for Policymakers | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg3 |
| FCM 04-03 | Comprendre l'utilisation des terres dans la CCNUCC | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg1 |
| FCM 04-04 | Comprendre l'utilisation des terres dans la CCNUCC Récapitulatif à l'intention des autorités responsables | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg4 |
| FCM 04-05 | Comprensión del uso de la tierra en el marco de la CMNUCC | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg2 |

| | | |
|-----------|---|---|
| FCM 04-06 | Comprensión del uso de la tierra en el marco de la CMNUCC Resumen para los responsables de políticas | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg5 |
| FCM 05-01 | Land Use in a Future Climate Agreement | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODkw |
| FCM 05-02 | Intégration de l'utilisation des terres a un futur accord climatique | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODkz |
| FCM 05-03 | La inclusión del uso del suelo en un acuerdo futuro sobre el clima | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODk0 |
| FCM 06-01 | Guidance and Best Practices for REDD+ Transactions Paper | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODU4 |
| FCM 07-01 | Finance and Carbon Markets Lexicon | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTM3 |
| FCM 07-02 | Léxico Financiero y de Mercados de Carbono | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTM5 |
| FCM 08-01 | FCPF Carbon Fund Methodological Framework Discussion Paper #5: Displacement (Leakage) | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODU2 |
| FCM 08-02 | FCPF Carbon Fund Methodological Framework Discussion Paper #3: Measurement, Reporting and Verification Options for the FCPF Carbon Fund | Document never finalized. |
| FCM 08-03 | FCPF Carbon Fund Methodological Framework Discussion Paper #13: Operational and Financial Planning for FCPF Emission Reduction Programs | Document never finalized. |
| FCM 08-04 | FCPF Carbon Fund Methodological Framework | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODU3 |
| FCM 09-01 | Emerging Compliance Markets for REDD+: An Assessment of Supply and Demand | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTE0 |
| FCM 09-02 | Emerging Compliance Markets for REDD+: An Assessment of Supply and Demand: Summary for Policymakers | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTE0 |

| | | |
|-----------|--|---|
| | | 0YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTMx |
| FCM 10-01 | REDD+ Supply and Demand 2015-2025 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzcx |
| FCM 13-01 | Toward Zero-Deforestation Oil Palm in Peru: Understanding Actors, Markets, and Barriers | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzcy |
| FCM 13-02 | Hacia Palma Aceitera Con Deforestacion Cero en el Peru: Comprendiendo a Los Actores, Mercados Y Barreras | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzkv |
| FCM 14-01 | Supporting Zero-Deforestation Cattle in Colombia | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzcz |
| FCM 15-01 | Incentivizing No-Deforestation Palm Oil Production in Liberia and Democratic Republic of Congo | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzc0 |
| FCM 16-01 | Colombia REDD+ Finance and Markets Assessment | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTFey |
| FCM 16-02 | Diagnóstico Sobre el Financiamiento y los Mercados de Carbono para REDD+ en Colombia | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTFz |
| FCM 17-01 | Safeguards for REDD+ from a Donor Perspective | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQ0 |
| FCM 18-01 | Safeguards in Bilateral REDD+ Finance | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTM3 |
| FCM 19-01 | Módulo de Capacitación “Formulación de Indicadores derivados de REDD+SES para la región San Martín | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzc1 |
| FCM 19-02 | Fortalecimiento de capacidades para la elaboracion del documento borrador de indicadores de la iniciativa REDD+SES en la región San Martín | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzc2 |
| FCM 19-03 | Módulo de fortalecimiento de capacidades para la formulación de indicadores para REDD+SES | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzc4 |

| | | |
|-----------|---|---|
| FCM 19-04 | Memoria taller técnico: Desarrollo de sistemas de información sobre salvaguardadas para REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzc5 |
| FCM 19-05 | REDD+ Safeguards in Peru: An Overview of Implementation (2013-2014) | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjE0 |
| FCM 20-01 | Salvaguardas: Social and Environmental Safeguards for REDD+ in Colombia | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzgx |
| FCM 20-02 | Salvaguardas: Socioambientales de REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzgy |
| FCM 21-01 | California Cap-and-Trade and International Forest Carbon Offsets for Institutional Investors | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTM0 |
| FCM 21-02 | California Climate Legislation: Cap-and-Trade and International Forest Carbon Offsets | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTMy |
| FCM 22-01 | Guidance for Jurisdictional and Nested REDD+ Program Design | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzgz |
| FCM 22-02 | Orientación para el Diseño de Programas Jurisdiccionales y Anidados de REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzg0 |
| FCM 22-03 | Technical Guidance for Jurisdictional and Nested REDD+ Programs | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzg2 |
| FCM 22-04 | Orientación para el Diseño de Programas Jurisdiccionales y Anidados de REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzg3 |
| FCM 23-01 | Incentivizing a Transition to Zero-Deforestation Commodities Recommendations for Colombia, Democratic Republic of Congo, Liberia, and Peru | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjE3 |
| FCM 24-01 | Benefit Sharing and REDD+: Considerations and Options for Effective Design and Operation | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODcw |
| FCM 24-02 | Brief: Benefit Sharing and REDD+: Considerations and Options for Effective Design and Operation | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODcw |

| | | |
|------------|--|---|
| | | 0YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODcx |
| FCM 25-01 | Supporting REDD+ in Developing Countries: A Review of Policy Options | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjE4 |
| FCM 25-02 | Apoyo a REDD+ en los países en desarrollo: Una revisión de las opciones de políticas | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjE5 |
| FCM 25-03 | Apoio à REDD+ em países em desenvolvimento: uma análise de opções de políticas | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjIw |
| FCM 25-04 | Apoyo a REDD+ en los países en desarrollo: Una revisión de las opciones de políticas | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjIx |
| FCM 26-01 | Status of Climate Finance and REDD+ Under the UNFCCC | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzg4 |
| INT 01-01 | Feasibility Study: Using Municipal Green Bonds Issuance to Finance Sustainable Land-use Management in Colombia | Internal USAID document. In files. |
| LEDS 00-01 | LEDS Brochure | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODk1 |
| LEDS 00-02 | LEDS Brochure | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODk3 |
| LEDS 01-01 | Climate Change Plan Huila 2050: Preparing for Climate Change | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDIw |
| LEDS 01-02 | Climate Change Plan Huila 2050: Preparing for Climate Change - Executive Summary | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDIx |
| LEDS 01-03 | Plan de cambio climático Huila 2050: preparándose para el cambio climático | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODI0 |
| LEDS 01-04 | Climate Change Plan Huila 2050: Preparing for Climate Change | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODI5 |

| | | |
|------------|--|---|
| LEDS 01-05 | Poster showcasing FCMC work on LEDES in Huila, Colombia | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODgz |
| LEDS 01-06 | Huila 2050: Preparing for Climate Change Summary Progress Report for April 2012 - March 2013 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTQ3 |
| LEDS 01-07 | Climate Change Vulnerability Assessment Huila 2050: Preparing for Climate Change - Executive Summary | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDI0 |
| LEDS 01-08 | Análisis de vulnerabilidad al cambio climático plan Huila 2050 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTUw |
| LEDS 01-09 | Climate Change Vulnerability Assessment Huila 2050: Preparing for Climate Change | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDIy |
| LEDS 01-10 | Marco conceptual y metodologico para el analisis de la vulnerabilidad al cambio climatico | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQ4 |
| LEDS 02-01 | Institutional Assessment and Sector Analysis for the Low-Emissions Development Strategy in Guatemala | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTQy |
| LEDS 02-02 | Evaluación Institucional y Análisis Sectoral para la Estrategia de Desarrollo con Bajas Emisiones de Guatemala | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTQz |
| LEDS 03-01 | Final Report on Workshops to Support Guatemala's National Greenhouse Gas Inventories | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzky |
| LEDS 03-02 | Informe final de la capacitación en inventarios nacionales de gases de efecto invernadero en Guatemala | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzky |
| MRV 00 | MRV Brochure | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTMx |
| MRV 01-01 | REDD+ Measurement, Reporting and Verification (MRV) Manual Version 2.0 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTMy |
| MRV 01-02 | REDD+ Measurement, Reporting and Verification (MRV) Manual Version 2.0: Overview | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTMy |

| | | |
|-----------|--|---|
| | | 0YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzk2 |
| MRV 01-03 | REDD+ Measurement, Reporting and Verification (MRV) Manual Version 2.0: Summary for Policymakers | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTMz |
| MRV 01-04 | Manuel de mesure, notification et vérification (MNV) de la REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODcy |
| MRV 01-05 | Manuel de mesure, notification et vérification (MNV) de la REDD+ version 2.0 : vue d'ensemble | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODcz |
| MRV 01-06 | Manual de medicion, reporte y verficacion (MRV) de REDD+ Version 2.0 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODcy |
| MRV 01-07 | Manual de Medicion, Reporte y Verificacion (MRV) de REDD+ Version 2.0 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzk4 |
| MRV 01-08 | Manual de Medicion, Reporte y Verificacion (MRV) de REDD+ Version 2.0: Resumen Para Los Responsables de Políticas | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzk5 |
| MRV 01-09 | Manual de Medicion, Reporte y Verificacion (MRV) de REDD+ Version 2.0: Resumen | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODAw |
| MRV 02-01 | Overview of Semi-Automated Approaches for Monitoring National Deforestation | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODAx |
| MRV 03-01 | Demonstration of Semi-Automated Approaches for Monitoring National Tropical Deforestation | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODAy |
| MRV 04-01 | Experiences in Capacity Building on Forest Monitoring at the National Level: The FCMC Peru MRV Activity | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3Njly |
| MRV 05-01 | Near Real-time Alert Systems for Community-based MRV in Colombia: Connecting National Forest Monitoring with CARs and Communities in Caquetá | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODAz |
| PRG 00-01 | USAID Program Brief: Forest Carbon, Markets and Communities | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODUz |

| | | |
|-----------|--|---|
| PRG 00-02 | Informe del Programa USAID: Carbono Forestal, Mercados y Comunidades | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODU0 |
| SES 00 | SES Brochure | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQw |
| SES 01-01 | Readiness to Engage: Stakeholder Engagement Experiences for REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMDg3 |
| SES 01-02 | Report Brief: Stakeholder Engagement Experiences for REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQz |
| SES 01-03 | Preparation a l'engagement : experiences d'engagement des parties prenantes dans la REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQ2 |
| SES 01-04 | Préparation à s'engager; expériences des parties prenantes pour la REDD-plus : Synthèse | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQ0 |
| SES 01-05 | Preparacion para involucrarse: experiencia de la participacion de los interesados en REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQ3 |
| SES 01-06 | Informe temático: Preparación para involucrarse - Experiencias de los interesados en REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQ1 |
| SES 02-01 | Shifting Cultivation, Gender and REDD+ in Cameroon and the Democratic Republic of Congo: Brief | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzY3NjIz |
| SES 02-02 | Shifting Cultivation, Gender and REDD+ in Cameroon and the Democratic Republic of Congo | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTQy |
| SES 02-03 | La culture itinerante, le genre et la REDD+ au Cameroun et en Republique Demogratique du Congo | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODA1 |
| SES 02-04 | PowerPoint Presentation on Shifting Cultivation in the Democratic Republic of the Congo | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg0 |
| SES 02-05 | Workshop Report: Shifting Cultivation, Gender and REDD+ in West and Central Africa | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODg0 |

| | | |
|-----------|--|---|
| | | 0YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTQ2 |
| SES 02-06 | Shifting Cultivation, Gender and REDD+ in Cameroon and the Democratic Republic of Congo: Annexes | In files. Not yet cleared as of the date of this report. |
| SES 02-07 | La culture itinérante, le genre et la REDD+ au Cameroun et en République Démocratique du Congo : Annexes | In files. Not yet cleared as of the date of this report. |
| SES 03-01 | Report Brief: REDD+ Social Safeguards and Standards Review | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTA0 |
| SES 03-02 | Etude des sauvegardes et normes sociales REDD+ : Synthèse | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTM4 |
| SES 03-03 | Informe: Los Salvaguardas y Estándares Sociales de REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTA2 |
| SES 03-04 | REDD+ Social Safeguards and Standards Review | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTA2 |
| SES 03-05 | Etude des sauvegardes et normes sociales REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTM5 |
| SES 03-06 | Examen General de los Salvaguardas y Estándares Sociales de REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTA5 |
| SES 04-01 | Methods for Assessing and Evaluating Social Impacts of Program-Level REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMDkz |
| SES 04-02 | Methods for Assessing and Evaluating Social Impacts of Program-Level REDD+: Issues Brief | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTA3 |
| SES 04-03 | Evaluation des impacts sociaux de la REDD-plus au niveau des programmes : synthèse | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTA4 |
| SES 04-04 | Informe temático: Estimando los impactos sociales del programa-nivel REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTA5 |

| | | |
|-----------|--|---|
| SES 05-01 | Africa Regional Training Workshop Summary Report: Social and Environmental Considerations in REDD+ and Related Natural Resources Management Programs | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzNzY3 |
| SES 06-01 | LISA-REDD Workshop Report: Social Impact Assessment Methodologies for National or Sub-National REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTEw |
| SES 06-02 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTE4 |
| SES 06-03 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTE5 |
| SES 06-04 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTIw |
| SES 06-05 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTIx |
| SES 06-06 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTIy |
| SES 06-07 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTIz |
| SES 06-08 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTI0 |
| SES 06-09 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | Missing presentation. |
| SES 06-10 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTI1 |
| SES 06-11 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTI2 |
| SES 06-12 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTI3 |

| | | |
|--------------|---|---|
| SES 06-20 | Learning Initiative on Social Assessment in REDD+ (LISA-REDD) Workshop, May 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTI5 |
| SES 07 | Taller Regional: Salvaguardas Ambientales de REDD+ en la Amazonía Andina - Informe Memoria del Taller | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODA2 |
| SES 07-01/13 | Taller Regional: Salvaguardas Ambientales de REDD+ en la Amazonía Andina | Workshop materials. On RM Portal . |
| SES 08-01 | Tenure Rights, Human Rights and REDD+: Knowledge, Skills and Tools for Effective Results | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODk5 |
| SES 08-02 | Report Brief: Tenure Rights, Human Rights and REDD+: Knowledge, Skills and Tools for Effective Results | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTAw |
| SES 08-03 | Les Droits D'utilisation, Les Droits Humains et les Forets: Connaissances, Compétences et Outils Pour des Résultats Efficaces | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTAx |
| SES 08-04 | Derechos de tenencia, derechos humanos y REDD+: conocimientos, destrezas y herramientas para obtener resultados efectivos: síntesis del informe | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTA0 |
| SES 08-05 | Les droits d'utilisation, les droits de l'homme et la REDD+ : connaissances compétences et outils pour des résultats efficaces | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTA1 |
| SES 08-06 | Derechos de tenencia, derechos humanos y REDD+: conocimientos, destrezas y herramientas para obtener resultados efectivos | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTA2 |
| SES 09-01 | Lessons Learned from Community Forestry in Africa and Their Relevance for REDD+ | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTU2 |
| SES 09-02 | Lessons Learned from Community Forestry in Africa and Their Relevance for REDD+: Issues Brief | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTU4 |
| SES 09-03 | La foresterie communautaire et la REDD-plus en Afrique: Les enseignements tirés et les marches à suivre: Présentation des questions | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODMw |
| SES 09-04 | Las enseñanzas tiradas de la forestería comunitaria en África y su pertinencia para la REDD-plus | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODMx |

| | | |
|-----------|---|---|
| SES 09-05 | Lessons Learned from Community Forestry in Asia and Their Relevance for REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDU4 |
| SES 09-06 | Lessons Learned from Community Forestry in Asia and Their Relevance for REDD+: Issues Brief | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MTIx |
| SES 09-07 | Lessons Learned from Community Forestry in Latin America and Their Relevance for REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDY0 |
| SES 09-08 | Lessons Learned from Community Forestry in Latin America and Their Relevance for REDD+: Issues Brief | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MTIy |
| SES 09-09 | La silvicultura comunitaria y REDD+ en América Latina: Lecciones aprendidas y pasos a seguir: Informe Temático | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODMy |
| SES 09-10 | Lecciones aprendidas de la silvicultura comunitaria y REDD+ en América Latina y su relevancia para REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODM0 |
| SES 09-11 | Lessons Learned from Community Forestry and Their Relevance for REDD+ | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5MDUx |
| SES 09-12 | Lessons Learned from Community Forestry Their Relevance for REDD+: Issues Brief | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODM1 |
| SES 09-13 | Las enseignements tirés de la foresterie communautaire et leur pertinence pour la REDD-plus: Presentation des questions | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODM3 |
| SES 09-14 | Lecciones aprendidas de la silvicultura comunitaria y su relevancia para REDD+: Informe temático | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQy |
| SES 10 | Atelier de Renforcement des Capacites RED+PLUS: Rapport du Bassin du Congo | Workshop materials. On RM Portal . |
| SES 11-01 | REDD+ and Biodiversity Conservation: Approaches Experiences and Opportunities for Improved Outcomes | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzg2 |
| SES 11-02 | REDD+ et conservation de la biodiversité : Approches, expériences et possibilités d'améliorer les résultats | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzg3 |

| | | |
|-----------|--|---|
| SES 11-03 | REDD+ y la conservación de la biodiversidad : Enfoques, experiencias y oportunidades para obtener mejores resultados | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzg5 |
| SES 11-04 | A Review of the Biodiversity Goals and Proposed Monitoring Methods in National REDD+ Programs | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzgz |
| SES 11-05 | A Review of the Biodiversity Goals, Monitoring Methods and Short-Term Impacts of Forest Carbon Projects | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzg1 |
| SES 11-06 | REDD+ and Biodiversity Conservation: Approaches, Experiences and Opportunities for Improved Outcomes: Report Brief | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzY3 |
| SES 11-07 | REDD-plus et conservation de la biodiversite: Approches, experiences et possibilites d'amelioration des resultats | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzY4 |
| SES 11-08 | REDD+ y la conservación de la biodiversidad: Enfoques, experiencias y oportunidades para obtener mejores resultados | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5Nzgy |
| SES 12 | Social Dimensions of REDD+: Seeing the People for the Trees | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzYzODA3 |
| SES 12-02 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | Missing presentation. |
| SES 12-03 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzA4 |
| SES 12-04 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzA5 |
| SES 12-05 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzEw |
| SES 12-06 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5OTUy |
| SES 12-07 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional | Missing presentation. |

| | | |
|-----------|--|---|
| | Training Workshop, Bangkok, 5-9 November 2012 | |
| SES 12-08 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5ODQx |
| SES 12-09 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzEx |
| SES 12-10 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzEy |
| SES 12-11 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzEz |
| SES 12-12 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzE0 |
| SES 12-13 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzQx |
| SES 12-14 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzQz |
| SES 12-15 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | Missing presentation. |
| SES 12-16 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzQ4 |
| SES 12-17 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | Missing presentation. |
| SES 12-18 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzUx |
| SES 12-19 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzUz |

| | | |
|-----------|--|---|
| SES 12-20 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzU0 |
| SES 12-21 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzU1 |
| SES 12-22 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzU2 |
| SES 12-23 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzU3 |
| SES 12-24 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzA3 |
| SES 12-25 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzU4 |
| SES 12-26 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzU5 |
| SES 12-27 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzYw |
| SES 12-28 | Social and Environmental Soundness in REDD+ Programs and Projects: Southeast Asia Regional Training Workshop, Bangkok, 5-9 November 2012 | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU5NzYy |
| SES 12-01 | Workshop Report: Southeast Asia Regional Training Workshop on Social and Environmental Soundness in REDD+ Programs and Projects | https://dec.usaid.gov/dec/content/Details.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyMTAw |

ANNEX 2: PERFORMANCE MONITORING REPORT

INTRODUCTION

The Forest Carbon, Market and Communities (FCMC) Program’s Performance Monitoring Plan (PMP) has utilized the Foreign Assistance Coordination and Tracking System indicators issued by the State Department’s Office of US Foreign Assistance Resources to monitor program performance. The five standard indicators used are:

1. Number of days of USG-funded technical assistance in natural resources management and/or biodiversity conservation provided to counterparts or stakeholders;
2. Number of days of USG-funded technical assistance in climate change provided to counterparts or stakeholders;
3. Person hours of training completed in climate change supported by USG assistance;
4. Number of institutions with improved capacity to address climate change issues as a result of USG assistance; and
5. Number of laws, policies, strategies, plans, agreements, or regulations addressing climate change and/or biodiversity conservation formally proposed, adopted, or implemented as a result of USG assistance.

PMP REPORT – OCTOBER 2014 TO MARCH 2015

PMPs were submitted twice per year in coordination with the development of FCMC’s yearly work plan and the US Fiscal Year in response to the assignment of priority activities by FCMC’s Contracting Officer’s Representative (COR). Since submitting the last PMP in October 2014, FCMC has tracked indicators for each of the key indicators. Data for each of the indicators is below follow by a summary of all five indicators for the three reporting periods that may be compared to program targets.

FCMC Indicator #1 measures number of days of USG-funded technical assistance in natural resources management and/or biodiversity conservation provided to counterparts or stakeholders.

Technical assistance is defined as the provision of goods or services to international, regional, target countries and USAID missions in direct support of improving capacity and implementation of sustainable NRM and/or biodiversity conservation. This includes technical assistance provided directly to target institutions and indirectly through training and other workshops, creation of training and other materials, capacity assessments and recommendations for new activities by donors and the project activities as a whole.

For activities that cannot readily be assigned to either Indicators 1 or 2 – or for those activities that cannot be logically disaggregated – numbers are split equally between Indicators 1 and 2.

| | CCI | FCM | LEDS | MRV | SES | Total Days |
|--------------|-----------|------------|----------|------------|------------|------------|
| Total | 12 | 120 | 2 | 114 | 111 | 359 |

FCMC Indicator #2 measures number of days of USG-funded technical assistance in climate change provided to counterparts or stakeholders.

Technical assistance is defined as the provision of goods or services to international, regional, target countries and USAID missions in direct support of improving capacity and implementation of GCC activities. Indicator includes technical assistance provided directly to target institutions and indirectly through training and other workshops, creation of training and other materials, capacity assessments and recommendations for new activities by donors and the project activities as a whole.

For activities that cannot readily be assigned to either Indicators 1 or 2 – or for those activities that cannot be logically disaggregated – numbers are split equally between Indicators 1 and 2.

| | CCI | FCM | LEDS | MRV | SES | Total Days |
|--------------|-----------|------------|-----------|------------|------------|------------|
| Total | 12 | 198 | 56 | 214 | 366 | 846 |

FCMC Indicator #3 measures person hours of USG-supported training completed in climate change, using the following equation:

Hours of USG-supported training course × Number of people completing that training course

Training is defined as sessions (including online courses and workshops) in which participants are educated according to a defined curriculum and set learning objectives to impart knowledge and information to USAID staff and stakeholders on climate change adaptation or mitigation.

Sessions that could be informative or educational, such as meetings or experts' workshops, but do not have a defined curriculum or learning objectives, shall not be considered training.

| Topic | Task | Location | Start Date | End Date | Male | Female | Total | Total Hours |
|---|------|-------------------------|-------------|--------------|---------|---------|-------|-------------|
| Regional Approach to Promoting a Comprehensive and Inclusive Set of REDD+ finance decisions in Lima | FCM | Panama | Oct 21 2014 | Oct 21 2014 | 35 | 26 | 61 | 976 |
| Overview of land use in the UNFCCC | FCM | Webinar | Oct 2 2014 | Oct 2 2014 | Unknown | Unknown | 69 | 138 |
| Land use reporting and accounting (including CDM and JI); social and environmental safeguards | FCM | Webinar | Oct 8 2014 | Oct 8 2014 | Unknown | Unknown | 45 | 90 |
| Baselines and reference levels | FCM | Webinar | Oct 16 2014 | Oct 16 2014 | Unknown | Unknown | 24 | 36 |
| Natural disturbances and harvested wood products | FCM | Webinar | Oct 30 2014 | Oct 30 2014 | Unknown | Unknown | 20 | 30 |
| Peru MRV Workshop 3 | MRV | Lima, Peru | Oct 28 2014 | Oct 30 2014 | 12 | 7 | 19 | 380 |
| Colombia near-real time alerts system workshop | MRV | Bogota, Colombia | Sep 29 2014 | Oct 3 2014 | 3 | 0 | 3 | 72 |
| GHGMI Spanish Language Course | MRV | Global/ Online Training | Oct 1 2014 | March 1 2015 | 3 | 5 | 8 | 128 |

| | | | | | | | | |
|---|------|------------------|-------------|-------------|------------|------------|------------|-------------|
| Closing Inventory Workshop | LEDS | Guatemala | Nov 20 2014 | Nov 20 2014 | 42 | 10 | 52 | 416 |
| Congo Basin REDD+ Capacity Building Workshop | SES | DRC | Oct 6 2014 | Oct 7 2014 | 48 | 17 | 65 | 1040 |
| Africa Regional SES Training Workshop | SES | Chisamba, Zambia | Feb 1 2015 | Feb 6 2015 | 56 | 35 | 91 | 2548 |
| Salvuardas ambientales de REDD+ en la Amazonía Andina | SES | Lima Perú | Nov 17 2014 | Nov 19 2014 | 12 | 15 | 27 | 594 |
| TOTAL: | | | | | 211 | 115 | 484 | 6448 |

FCMC Indicator #4 measures number of institutions with improved capacity to address climate change issues as a result of USG assistance ([Sustainable Landscapes](#)).

Institutions with improved capacity will be better able to govern, coordinate, analyze, advise, or make decisions related specifically to sustainable landscapes (e.g., REDD+, LEDS, GHG inventory, pay for performance).

Proxies of institutional capacity could include, but are not limited to:

- Assessments of capacity that contribute to national planning and USAID strategizing
- Provision of manuals, training materials and other tools that contribute to national planning and USAID strategizing
- Access to equipment or other inputs necessary for planning, assessment and management of climate change topics, or
- Collaboration with scientists and policymakers, or hosting workshops involving relevant sectors

| Task | Capabilities Type | Institutions |
|---------------|-------------------|---|
| CC | REDD+ | Participating institutions in Mangroves workshop |
| FCM | REDD+ | USAID Colombia – Green bonds advice |
| FCM | REDD+ | Participants at “Regional Approach to Promoting a Comprehensive and Inclusive Set of REDD+ finance decisions in Lima” |
| FCM | REDD+ | USAID – TFA 2020 |
| FCM | REDD+ | USAID – REDD+ Supply and Demand 2015-2025 |
| FCM | REDD+ | USAID – Supporting REDD+ in developing countries: A review of policy options |
| SES | REDD+ | San Martin Government, MINAM Peru |
| SES | REDD+ | USAID – Benefit sharing and REDD+ |
| MRV | Spatial Planning | 1 National agency (MINAM Peru), 4 regional governments, and 5 supporting NGOs |
| MRV | Spatial Planning | 1 National agency (IDEAM Colombia), 1 regional (CorpoAmazonia Colombia) |
| MRV | REDD+ | MINAM-Peru, AIDER (Peru), INAB-Guatemala |
| LEDS | GHG Inventory | MAGA, IRG, UMG, MARN, CAC UVG, CONAP, USAID, ICC, RA, INE, INAB |
| TOTAL: | | 58 |

FCMC Indicator #5 measures the number of laws, policies, strategies, plans, agreements, or regulations addressing climate change (mitigation or adaptation) and/or biodiversity conservation officially proposed, adopted, or implemented as a result of USG assistance ([Sustainable Landscapes](#)).

Policies, laws, strategies, plans, agreements and regulations include those developed and formally endorsed by governmental, non-governmental, civil society, and/or private sector stakeholders to address climate change and/or biodiversity conservation issues.

For the purposes of FCMC, this indicator is limited to those laws, policies, strategies, plans, agreements or regulations directly related to sustainable landscapes, specifically REDD+ and LEDS, which seek to reduce emissions from deforestation and degradation, development and implementation of activities that reduce current emissions.

| TYPE OF INSTRUMENT | PROGRAM | COUNTRIES/ INSTITUTIONS AFFECTED | PROPOSED | ADOPTED | IMPLEMENTED |
|---|-----------------------|----------------------------------|----------|----------|-------------|
| Policy/plan | FCPF Carbon Fund | 1 | | X | |
| San Martin Safeguard Information System roadmap | Peru Nested REDD+ SES | 1 | X | | |
| San Martin Regional Safeguards Committee | Peru Nested REDD+ SES | 1 | | | X |
| Strategy/Plan | Colombia CBMRV/Alerts | 2 | X | X | |
| National Communications | UNFCCC | 1 | X | | |
| | Total: | 6 | 3 | 2 | 1 |

LIFE OF PROGRAM PMP SUMMARY

FCMC has submitted a total of three PMPs during implementation. Data from each of the five indicators from the three reports has been summarized in the table below.

| Indicator # | Target, 2012-2015 | Actual, 2012 - 2015 |
|-------------|-------------------|--|
| 1 | 2,328 | 1,711 days of USG-funded technical assistance in <u>natural resources management and/or biodiversity conservation</u> provided to counterparts or stakeholders |
| 2 | 2,571 | 3,344 days of USG-funded technical assistance in <u>climate change</u> provided to counterparts or stakeholders |
| 3 | 1,700 | 12,360 person hours of training completed in <u>climate change</u> supported by USG assistance - sustainable landscapes |
| 4 | 121 | 128 institutions with improved capacity to address climate change issues as a result of USG assistance - <u>Sustainable Landscapes, e.g., REDD+ capabilities</u> |
| 5 | 10 | 14 laws, policies, strategies, plans, agreements, or regulations addressing climate change and/or biodiversity conservation formally proposed, adopted, or implemented as a result of USG assistance - <u>Sustainable Landscapes related measure</u> |

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov