

IUCN "Towards Pro-poor REDD" (phase II)

Mid-term Review

Final report

July 2016

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List of abbreviations

CBNRM	Community based natural resource management
CFM	Collaborative forest management (Uganda)
COP	Conference of the parties (to the UNFCCC)
CREMA	Community resource management area (Ghana)
DKK	Danish kroner
ER-PIN	Emissions reduction - programme idea note (submitted to FCPF)
FCPF	Forest Carbon Partnership Facility
FIP	Forest Investment Program (of the Climate Investment Funds)
GCF	Green Climate Fund
GFCCP	Global Forest and Climate Change Programme (of the IUCN)
GHG	Greenhouse gas(es)
HRBA	Human rights based approach(es)
MRV	Measured, reported and verified
RT	Review team
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States dollars

1. Introduction

At the end of 2013 a grant of 25 million DKK was approved by Danida for a four year second phase of a project entitled "Towards pro-poor REDD+." The Global Forest and Climate Change Programme (GFCCP) of the International Union for the Conservation of Nature (IUCN) is responsible for implementing the project, which comprises "landscape", sub-national, national and global actions and involves five countries: Cameroon, Ghana, Guatemala, the Papua provinces of Indonesia and Uganda.¹ These were also targeted in the first phase of the project from 2009-13, with a view to "building synergies between forest governance, equitable benefit sharing and reduced emissions through sustainable forest management."

As defined in a theory of change, the long term goal of the second phase is that "by 2020 national climate change mitigation initiatives incorporate pro-poor principles and human rights based approaches (HRBA) to deliver policies and implement programs that reduce deforestation and forest degradation while simultaneously contributing to the improvement of local livelihoods and the long-term security of carbon stocks in key forest rich regions."² The second phase was effectively launched at the beginning of 2014.

In accordance with the project agreement between Danida and the IUCN a mid-term review was carried out in March 2016. The main aims of the review were specified as follows:

- To assess progress towards the project objectives, as well as accountability, learning and policy processes including the contributions made to the global REDD+ effort;
- To make suggestions and recommendations concerning improvements and the next steps;
- To consider the "exit strategy" for the completion of the project in 2017-18, given that no further Danida funds will be forthcoming.

Following selection of consultants, a review team (RT) was established and the work was undertaken on the basis of the agreed terms of reference. Extensive project documentation was examined, a brief inception note was prepared and the RT conducted a series of semi-structured interviews and consultations in Gland (IUCN), Ghana and Uganda between the 14th and 23rd March.³

It is important to note that in drawing up the terms of reference for the review it had been agreed that only two of the five countries would be visited. The RT was thus able to conduct extensive consultations with the IUCN teams and project partners in Ghana (including the northern Mole ecoregion) and in Uganda (including the northern Agoro-Agu landscape). The RT did not travel to Cameroon, Guatemala and Papua, but did have an opportunity for three one and half hour interviews with selected key informants from these countries, notably the IUCN project coordinators and key partners. Although considerable efforts have been made to incorporate the observations derived from these conversations and from project reports, the

¹ The "sub-national" level concerns administrative constituencies such as a state within a federal system – e.g. Papua in Indonesia - a province, district or municipality.

² REDD+ is defined in section 2 (below).

³ The RT comprised Mille Lund (Nordic Consulting Group), Steve Nsita (consultant Uganda) and Nana Ama Yirrah (Colandef, Ghana) working with Mike Speirs (team leader, Danida). George Akwah (IUCN project coordinator) accompanied the team in Gland and Ghana.

assessment of progress naturally reflects the greater opportunities for discussion and analyses during the meetings and interviews with the IUCN teams and partners in Ghana and Uganda.⁴

The RT wishes to thank all those who have taken time to share information and to discuss REDD+ during intensive sessions in Gland, Ghana and Uganda. This review report comprises the main findings and recommendations prepared by the team. These are subject to approval by the project steering committee bringing together representatives from Danida and the IUCN (GFCCP).

2. REDD+ and the IUCN – some contextual observations

Avoiding deforestation in tropical developing countries as a means of reducing greenhouse gas (GHG) emissions and thereby mitigating climate change first appeared on the international agenda in conjunction with the conference of the parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) in 2005. A proposal to include REDD within the Convention was tabled by the governments of Costa Rica and Papua New Guinea (PNG). By the time the Bali action plan was approved at COP13 in 2007, REDD+ had become a recognised mitigation mechanism, although the mechanics of a global payments arrangement for measured, reported and verified emissions reductions had yet to be finalised. This was achieved at the 19th COP in 2013 and the final seal of approval for REDD+ was given in the agreement at COP21 in Paris in 2015.⁵

From the outset numerous governments and non-governmental organisations were involved in the efforts to devise an effective and equitable system for performance-based payments that would reward those who reduced emissions from deforestation and forest degradation. It didn't take long to acknowledge that there are many poor and marginalised forest-dependent communities, indigenous peoples and other forest dwellers with stakes in the success or failure of a REDD+ payments system and that there are significant risks of elite capture and further undermining of livelihoods. A series of powerful "drivers" of deforestation and forest degradation were also identified as governments began to explore the dynamics of land-use change and potential REDD+ policies and measures. In this context, a "pro-poor" rights-based approach to the development of REDD+ seemed to be appropriate, to which the IUCN, together with many other organisations, has subscribed.

Meanwhile, by 2008 both the World Bank and the agencies of the United Nations system had begun to support tropical developing countries in their efforts to become "ready for REDD+." Thus, both the Forest Carbon Partnership Facility (FCPF) and the UN REDD Programme were established to provide technical assistance to countries intending to qualify for results-based payments. Furthermore, the design of the FCPF included a Carbon Fund which would purchase

⁴ A list of people met is included as annex A. The main documents used by the review team (RT) are listed in annex B.

⁵ The article (5) concerning REDD+ and forests reads: "Parties are encouraged to take action to implement and support, including through results-based payments, the existing framework as set out in related guidance and decisions already agreed under the Convention for: policy approaches and positive incentives for activities relating to reducing emissions from deforestation and forest degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries; and alternative policy approaches, such as joint mitigation and adaptation approaches for the integral and sustainable management of forests, while reaffirming the importance of incentivizing, as appropriate, non-carbon benefits associated with such approaches." (UNFCCC, 2015)

“MRVed emissions reductions” in accordance with an agreed set of criteria. Recognising that the enabling conditions for REDD+ in many countries required the mobilisation of additional resources, the multinational development banks (MDBs) also established a forest investment programme (FIP) within the Climate Investment Funds (CIF).

Of the five countries that are involved in the IUCN pro-poor project, four have submitted “project idea notes” for emissions reductions (ER-PINs), thereby aiming to be “rewarded” with payments through the FCPF’s Carbon Fund: Cameroon, Ghana, Guatemala and Indonesia.⁶ However, the design of the programmes themselves has turned out to be somewhat complex, given the rigorous methodological framework that governs the FCPF.⁷ Meanwhile the readiness process in Uganda is supported with funds from both the FCPF and the UN-REDD Programme. The authorities in Ghana, Guatemala and Indonesia have also been involved in lengthy processes to develop investment projects with the MDBs to be funded through the FIP.

Another major institution in terms of potential flows of REDD+ finance is the Green Climate Fund (GCF). With the establishment of a REDD+ “window”, the GCF appears to be an attractive option for countries seeking results-based payments, particularly as the Fund is an operational entity of the UNFCCC. In this connection it is worth stressing that the Convention requirements for REDD+ payments (as agreed at COP 19 in Warsaw in 2013) comprise the submission and approval of reference emissions levels (FREL), the consolidation of national forest monitoring systems, submission of information about compliance with the so-called “Cancun” safeguards (pertaining to forest and environmental policies, biodiversity, rights of forest communities and indigenous peoples, etc.) as well a national REDD+ strategy and/or action plan.⁸ These building blocks of the REDD+ mechanism thus constitute the framework within which the pro-poor REDD project operates.

Nonetheless, concerns about the interests and livelihoods of local communities in the processes of land use change and land degradation as well as efforts to promote sustainable natural resource management practices and policies – inter alia through land restoration - have led the IUCN to consider REDD+ and climate change mitigation within a broader perspective. In developing proposals for the intermediary global forest and climate change programme (GFCCP) from 2017 to 2020, the IUCN emphasises a combination of strategic outcomes (in thematic areas):

- Forest landscape restoration “reversing global trends in forest, land and soil degradation”, with commitments covering 150 million hectares expected to sequester around 300 million tonnes of CO₂ per year;
- Locally controlled forests, where community groups, families, smallholders and indigenous people “have the right to own and/or make decisions over forests and trees”;
- Slowing the global deforestation rate, with reductions in GHG emissions from deforestation, the conservation of forest carbon and sustainable management of forests.

⁶ The Indonesian government also signed a REDD+ “letter of intent” with the Norwegian government. This entailed millions of USD for pilot activities, testing methodologies, etc. in selected forest provinces of the country, as part of the government’s low carbon development strategies.

⁷ See: <https://www.forestcarbonpartnership.org/>

⁸ Country progress towards REDD+ under the UNFCCC can be found at: <http://redd.unfccc.int/>

3. Main findings

3.1. Overall progress assessment

Inception

Phase II of the project formally commenced on January 1st 2014. Initially, there were discussions with the stakeholders in each country to determine how the second phase would continue the momentum developed in the first phase and align with policy agendas and requirements for REDD+. In particular the second phase included a strong focus on HRBA. Thus, partners needed time to re-establish teams, secure strategic partnership arrangements and develop operational plans at country level. Once the agreements were signed between the IUCN and Danida (MoFA), the IUCN's GFCCP team and the country teams started to develop the theory of change along with the project components and plans. Staff was hired and implementing partners in each country were formally selected.

In Uganda, the National Project Coordinator came on board in May 2014 and in Ghana new implementing partners (A Rocha and the Codesult Network) were selected for the new demonstration site in the Mole ecological landscape and the "phase I" landscape in Wassa Amenfi region. In practical terms this meant that the first year of phase II was spent on inception activities and getting everyone "on the same page" vis-a-vis the objectives and strategies of the project. Time was also spent ensuring alignment with national policy agendas and priorities. The operational plans for each country were discussed by the IUCN teams and partners in October 2014 and later adopted by the Project Steering Committee.

While the IUCN is responsible for overall project implementation, both at national and sub-national levels success depends on the IUCN and partner's ability to work together towards common goals. It would appear for example that there is a good team spirit in Uganda - where the IUCN team works with two key implementing partners: Environmental Alert and the Environmental Conservation Trust of Uganda (Ecotrust). In Ghana there also appears to be good collaboration between the IUCN team and A Rocha in particular, while some challenges arose in working with Codesult Network due to the organisation's lack of familiarity and capacities in dealing with REDD+. ⁹ From the reports and brief interviews there would appear to be strong dynamic partnerships in the other three countries not visited by the RT.

In spite of a rather long inception phase the teams in all five countries appear to have made good progress. This is due to the high level of technical capacity of the IUCN and the implementing partners on the ground, the integration of activities into the IUCN and partners' existing project portfolios, the use of the concrete outputs and processes from phase I, as well as open and regular dialogue with the IUCN's GFCCP teams.

Momentum towards REDD+

As noted above, progress on REDD+ made at the UNFCCC's COP19 and COP21, coupled with the progress in many countries towards establishing REDD+ "architecture" have resulted in highly conducive environments for implementation at country level. In Uganda, the national REDD+ processes have gained momentum after initial challenges of setting up REDD+

⁹ Capacity strengthening is being undertaken with Codesult Network.

structures and mobilising resources and technical expertise. The building blocks for REDD+ are moving ahead full speed, with progress being made on the REDD+ strategy, the MRV system, safeguards and to a certain extent options for a financing mechanism. The national elections do not seem to have influenced the commitment or direction of the Ugandan government towards REDD+.

In Cameroon, the national REDD+ processes have gained momentum with an initial draft REDD+ strategy submitted to the World Bank in November 2015 as well as the establishment of the REDD+ technical secretariat in June 2015. The IUCN has played a leading role in REDD+ processes and together with other organisations has provided technical assistance to the secretariat. The current situation provides a very conducive environment for influencing the REDD+ agenda, although the failure to gain support for the ER-PIN proposal with the FCPF Carbon Fund was a setback in 2015. A revised proposal will be submitted and progress towards the elaboration of a national REDD+ MRV system has been made.

In Ghana there has been significant progress in developing a national REDD+ strategy, as well as in work on MRV and safeguards arrangements. The focus of REDD+ for the Forestry Commission and the Ministry of Lands and Natural Resources has been in the high forest zone in the southern and western regions of the country, where plans for improved cocoa-forest mosaics have been developed. These have resulted in proposals for an emissions reduction programme to be supported through the FCPF's Carbon Fund and for actions with the forest investment programme (FIP). Considerable efforts have been made to advance with the FCPF and the FIP.

In Guatemala, the national REDD+ processes are moving ahead. Elections in 2015 and some rotational changes of civil servants appear to have impacted the level of progress. However, REDD+ technical staff in the government remained, keeping engagement on track, albeit at slower speed. An emissions reduction programme proposal has been submitted to the FCPF's Carbon Fund and initial negotiations are underway for a project with the FIP.

Out of the five countries, only the Indonesian government has taken steps that could be interpreted as a reduction in their commitment to REDD+. ¹⁰ It is important to note, however, that the authorities in the two Papuan provinces where the Samdhana Institute (IUCN's partner) operates remain committed to enhance good forest governance and forest conservation. The commitment to forest conservation at the provincial levels and the opportunities that the law on special autonomy provides, seem to constitute a conducive environment. There is also an important focus on developing the forest management units (KPH) which can contribute to the low carbon development agenda as defined in the REDD+ strategies and action plans.

Pro-poor and human rights based approaches

The "soul" or the "defining element" of the project is operationalisation of pro-poor principles and Human rights based approaches (HRBA). Based on the interviews, country visits and the documentation, the RT notes that substantial progress has been made in internalising,

¹⁰ Following a change of government in 2014 the Indonesian REDD+ agency was closed down and instead merged into the new Ministry of Environment and Forests (MoEF).

promoting and developing partners' capacities with regards to the knowledge and skill-sets related to pro-poor principles and HRBAs. The work on gender-related rights and mainstreaming of gender into national processes are amongst the main achievements in most countries. The efforts to facilitate broader participation and representation in the national REDD+ stakeholder consultations are also noted as major contributions to date.

In Cameroon, Ghana and Uganda the project teams have taken full advantage of key outputs prepared under phase I, namely gender roadmaps and forest dependency analyses using the IUCN's "forest poverty toolkit." Government and civil society partners working on climate change readily confirm that the IUCN has been instrumental in ensuring that gender as well as the pro-poor and rights-based focus are integrated in all REDD+ processes. Similarly, the IUCN is acknowledged by partners as a highly valued partner that is able to ensure that the voices from below are captured in REDD+ related policy processes.

As one Ugandan stakeholder said "the IUCN tones down the technical language of REDD+, making participation possible at the community level." The focus on pro-poor and rights based approaches in its work on the ground and through its provision of training sessions for REDD+ stakeholders are important. Through its policy efforts to promote pro-poor and HRBAs, the IUCN has been instrumental in developing national and sub-national capacities in these areas, especially in relation to gender, participation and recognition of rights.

In Guatemala the IUCN team has succeeded in getting government agreement for strengthened inclusion of gender in all national REDD+ processes, including in the national REDD+ strategy. This is a big achievement in light of the reluctance by some in government to recognise the need for specific actions to enhance gender equality. Thus the IUCN team appears to have prepared the necessary foundations for substantial gender capacity building efforts to be undertaken with key national level partners in 2016. Similar efforts have been undertaken in Cameroon where a national gender task force for REDD+ and climate change has been established.

In Papua substantial progress has been made towards securing indigenous communities' rights to land and resources through the use of customary boundary mapping and legal reform advocacy at sub-national and national level, as well as through community-government negotiations on forest management plans being drawn up by the Forest Management Units (KPH) at demonstration sites. The commitment of the Samdhana team towards demonstrating the rights-based approach to REDD+ and forest management appears to be already influencing the Provincial and District-level policies and has the potential to influence national level forest programmes.

The team in Papua has taken advantage of the approach developed in phase I of the project, but expanded the scope of development issues covered while also expanding the areas and communities covered by the Project. Perhaps in contrast to some other countries, the work in Papua is being undertaken in a highly conducive environment for promoting and furthering indigenous communities' rights to land and resources. The overarching legal framework of the Special Autonomy Law, the locally elected governments' commitment to securing rights for indigenous Papuans, and the level of Papuan civil society engagement, combine to provide a sound basis for securing customary rights to land and resources in Papua. However the challenges of elite capture and exclusion of the most vulnerable at community level remain.

Promoting individual rights - including women's rights - and gender equality remains challenging in Papua, and the team is yet to position itself vis-a-vis these issues.

Progress reporting

The project formulation and inception process resulted in a number of implementation and monitoring documents including theories of change, operational strategies and plans, logical-frameworks, country-specific work plans and target monitoring frameworks, as well as an overall annual technical progress report format. There is consistency in the architecture of the project at global level and down to the country level - with the three components each with objectives, indicators and activities as well as timeframes guiding the implementation.

The annual technical progress report consists of five country-specific reports and a summary. The 2015 country-specific annual technical progress reports provide informative narratives about overall progress and situation in each country. However, for the purposes of the mid-term review, the RT found that it was often difficult to identify a clear picture of progress vis-a-vis objectives, indicators and activities. This difficulty may be explained partly by the lack of the 2015 summary report (which is under preparation), but also partly by differences in the level of reporting from each country team. More concise annual reporting would help monitor actual achievements vis-a-vis targets.

3.2. Component A - Landscapes

Selection of landscapes

Phase II of the project aims to translate rights-based and pro-poor principles into concrete actions at landscape and national levels. As noted above, additional sites and implementing partners were identified and selected during the formulation of phase II. The partners were identified based on their technical capacity, their core area of work and experiences in the selected landscapes.

In Uganda, two very different landscapes were selected for demonstrating pro-poor and HRBAs. Both landscapes are REDD+ priorities for the Ugandan government and both landscapes include (poor) forest adjacent communities expected to gain from REDD+ and from sustainable forest management at the sub-national level. Agoro-Agu, one of the landscapes selected in Uganda, is particularly challenging because of the impacts of the civil war which plagued the region and upset the communities' traditional way of life. Furthermore, intervention is complicated by unclear rights for returning communities, the traditional land tenure system by clan (also affected by the war), as well as the lack of earlier engagement by the IUCN and the remoteness of the site. The two sites therefore require different demonstration activities with different livelihood enhancing options.

Similarly in Ghana, there are significant contrasts between the Wassa Amenfi landscape in the high forest and cocoa production zone in the south and the Mole ecological landscape in the savanna ecosystem around the National Park in the north. Codesult Network is a human rights organization operating in the former landscape, while A Rocha has been supporting community development and landscape management in the latter. Neither organization was involved in the first phase of the project.

Landscape development approaches

From the country reports submitted, it appears that the teams now have a good understanding of the baselines, of the local drivers of deforestation as well as information on livelihood options at the demonstration sites. For new sites, baseline studies were undertaken in addition to the identification and assessment of livelihood enhancing options. Thus although a “standard” process for implementation was defined, the teams appear to be taking different approaches depending on the opportunities emerging and on their capacities. Common to all are the focus on pro-poor principles, on HRBAs and on ensuring participation and inclusion throughout at both sub-national and national levels. To this effect multi-stakeholder platforms have been set up, or existing platforms have been consolidated, in order to undertake outreach activities such as awareness raising on rights and REDD+ related issues.

The IUCN and A Rocha have been instrumental in strengthening dialogue on rights-based approaches to landscape management around the National Park in Mole ecological landscape, through support to the Protected Areas Management Unit (PAMAU) and the Community Resources Management Areas (CREMAs). The Park authorities and representatives of the communities can consult through these multi-stakeholder platforms, which, however, remain dependent on external assistance since government resources for outreach and community consultation appear to be limited. It is also worth noting that thorough mapping of livelihood options has been undertaken through several studies, both in the Mole ecological landscape and in Wassa Amenfi. Shea nut production is particularly promising in the savanna regions of northern Ghana, while introducing “climate smart” cocoa is considered as vital in order to tackle deforestation and degradation in the southern regions of the country.¹¹

According to the annual report the team in Cameroon appears to be on a “fast-track” in terms of delivering on multiple interventions at both sub-national and national level. Intensive work is being carried out in Cameroon at all levels - including activities towards securing funding for the proposed livelihood enhancing options and business models, as well as supporting a number of targeted multi-stakeholder analyses on issues such as: gender equality in each landscape, indigenous peoples’ issues, land rights, benefit-sharing mechanisms, and the implementation of a wildlife management arrangement. Work has also been done to determine targets to reduce deforestation and forest degradation in community-controlled forests and lands based on community identified reference levels.

In Papua the approach differs substantially from most of the other countries. The focus is on securing customary land rights in the two Papuan provinces. Activities have been carried out to improve the customary boundary mapping methodology, training of village level facilitators and supporting the data base for the forest management units. Analyses of benefit sharing options for forest and land use management in Papua have also been undertaken.

Papua appears to be the only country where very little work has been undertaken to address gender-related issues in forest management and REDD+. When asked about this by the RT, the Samdhana team in Indonesia responded that they were unsure how to proceed. However, drawing up a gender roadmap and monitoring system is planned for 2016.

¹¹ Projects supported by the FCPF's Carbon Fund and the FIP of the Climate Investment Funds in Ghana have been designed to support “climate smart” cocoa farming in particular.

Livelihood options and benefit sharing

In Guatemala, business models for livelihood enhancing options are being developed for the landscape site. The RT noted that the level of reporting on activities was limited and it was therefore difficult to gain a full picture of progress at the Lachua demonstration site. It is understood that national elections during 2015 significantly slowed down implementation.

In Uganda, two very different sites have been selected and the approaches in each site are therefore very different. At the new site of Agoro-Agu, progress has been made in terms of laying the foundation for implementation of a pro-poor and rights based model for sustainable forest management at the landscape level. Livelihood options have been identified and the option of Collaborative Forest Management (CFM) has been selected as the way forward to securing the livelihood rights of the forest adjacent communities while reducing deforestation and forest degradation. A landscape-level multi-stakeholder platform has been established to address issues related to natural resource management in the landscape.

At Mt. Elgon the IUCN and ECOTRUST-Uganda are implementing community based arrangements for management and sharing of benefits accruing from various natural resources as well as forest management options, including the Community Environment Conservation Fund and the Trees for Global Benefit Program. Considerable progress has been made in terms of broadening inclusion associated with carbon trading benefits, and further developing arrangements to include vulnerable persons in activities to access livelihood opportunities. Thus, it would appear that the already established model for the carbon trading scheme as well as earlier experience in the Mt. Elgon landscape, has resulted in real economic benefits reaching the beneficiaries.

Early achievements in terms of broadening inclusion of poor and small landowners in the carbon trading scheme by organising smallholders into larger groups, demonstrates how a pro-poor approach can make a difference in terms of who can benefit from carbon trading. Without support to organise the poorer farmers into groups, they would have been excluded from participating in the scheme. Similarly, the focus on gender has resulted in activities to promote the empowerment of women by strengthening their involvement in the small scale savings scheme at Mt. Elgon.

However, work remains to be done to find other ways to broaden the benefit-sharing to include the landless and the women. Around Mt. Elgon women are by virtue of their gender, landless, and therefore can only benefit from the current carbon trading scheme through the household's participation. This means that single, divorced, or widowed women are excluded from the scheme.

A particularly promising landscape development opportunity in Ghana is through the CREMAs, initially set up as a means of dealing with bush-meat trading. These institutions have expanded to include all natural resources in a given area and around 29 have been established in different parts of the country. In both the Mole ecological landscape and in Wassa Amenfi, the IUCN and partners are actively promoting the consolidation of CREMAs, which could function as means for ensuring that the rights and interests of multiple stakeholders in the landscape are respected in accordance with agreed management and decision making

procedures. The strengthening of small scale enterprises associated with community natural resource management could form part of the remit for the CREMAs, which would also function with respect to benefit sharing for REDD+ payments.

Capacity development is perhaps the key to community based natural resource management at landscape level. Thus, a large number of targeted capacity development activities have been undertaken in the various landscapes. The RT notes that capacity development activities are being used strategically to achieve the objectives of improved natural resource management and restoration, gender mainstreaming, surveys, etc. In Uganda, capacity development activities are always tailored to fit the audience. At the district and community level, capacity development efforts take on a more hands-on learning approach with the training in integrating pro-poor and rights based principles in natural resource management and training and use of the poverty toolkit. In Papua, capacity development activities have also included training of local facilitators to undertake and support the participatory process of customary mapping in accordance with the new and improved methodology.

Numerous livelihood enhancing options have been identified at the landscape sites. Some of these are already being pursued and expanded, such as the Community Small Scale Carbon Offset Corporative Scheme and the Community Environment Conservation Fund at Mt. Elgon in Uganda. Some options in other landscapes are not yet being pursued due to the time needed for preparation of proposals, business plans and identification of local service providers. Nonetheless, it would appear that with all the preparatory work undertaken in terms of identification and selection of livelihood options, as well as the expectations raised at community level, the teams at country level will have to ensure that progress towards supporting the selected livelihood options is fast-tracked in 2016 and that lessons are extracted to inform national level REDD+ processes.¹²

As noted above, in Uganda the Project has engaged in demonstrating incentive and benefit-sharing arrangements at community level to inform and support the national REDD+ process and related natural resources management strategies. This engagement has involved reviewing two benefit sharing models, namely the Trees for Global Benefit Program and the Community Environment Conservation Fund, as possible inclusive and enabling incentive schemes to engage communities in the Mt. Elgon landscape. The IUCN team and partners will similarly explore how the Collaborative Forest Management (CFM) arrangements in Agoro-Agu landscape can ensure equitable benefit-sharing at community level.

Challenges

Overall, the RT notes that the IUCN teams and partners are well aware of the challenges at landscape level, in particular, of elite capture as well as land and natural resource related conflicts. In Uganda the RT noted that the recently established multi-stakeholder platform for the Agoro-Agu landscape could potentially be instrumental in resolving land and resource related conflicts. CREMAs in Ghana are also considered as a means of ensuring effective and equitable landscape management, although the necessary legislation is not yet in place to

¹² It is worth noting that identification of livelihood options for communities in Ghana - including viable nature-based economic and business opportunities - was undertaken through a study by ECOTRUST-Uganda. An emissions reduction programme for the savanna ecosystem is under consideration within the framework of the national REDD+ strategy in Ghana.

provide full government backing. The continued use of the multi-stakeholder platform established in phase I is also important in Ghana.

Gender responsiveness remains a real challenge in Agoro-Agu activities. While a local women's organisation is on the steering committee of the multi-stakeholder platform, the representative joining the meetings has to date, been a man. The IUCN team continues to reflect on strategies concerning how to tackle the very real challenges of working towards women's participation, economic empowerment and tackling gender inequalities at the landscape level. Similar concerns about how to further women's inclusion and participation at landscape level were noted by the teams in reporting from Papua and Guatemala.

3.3. Component B - national REDD+ strategies and processes

Designing REDD+ policies and measures

The IUCN teams and partners are carrying out different activities within Component B depending on the national context in each country, emerging opportunities and the implementing teams' capacities. The main aim of the component (as specified in the theory of change) is to ensure that national forest and climate change mitigation strategies build on the lessons learned from the demonstration activities, in order to design REDD+ and green growth policies and programmes that protect rights and improve livelihoods. The annual reports by the country teams provide narratives on the progress towards the objectives, albeit with varying emphases and clarity.

It is worth noting that the design of REDD+ national strategies and/or action plans has been more complex and has taken longer than originally envisaged. However, while delays in drafting these national strategies may be seen as reducing the impact of the pro-poor REDD project, the current momentum at country level seems to be providing opportunities to influence the strategies in accordance with objectives. For example, delays in the preparation of the Ugandan REDD+ strategy have allowed the IUCN team to better position itself as a valued REDD+ partner with technical expertise and knowledge to provide inputs to the REDD+ strategy document as well as to other REDD+ frameworks and mechanisms in the country. In Cameroon the IUCN team and partners have been able to influence the drafting of the national REDD+ strategy to include very specific references to pro-poor and HRBA principles. In Guatemala the IUCN team is engaging in the national process to ensure that gender becomes integrated in the national REDD+ strategy from the start, rather than as an add-on.

Thus, the IUCN teams and partners are involved in national and sub-national REDD+ processes in various ways, both as providers of technical inputs and facilitators as well as in terms of advocacy for the inclusion of specific topics and concerns. Through the technical work on REDD+ issues and on the basis of partnerships and networking, it seems that the IUCN teams in Uganda and Cameroon have managed to position themselves as key partners in the national and sub-national REDD+ processes. In Uganda this is particularly evident in terms of contributing to the ongoing development of the national REDD+ strategy, the benefit-sharing mechanism, in the development of the national guidelines for REDD+ implementation at the sub-national level, and the development of the national REDD+ consultation and participation plan.

The participatory review of the benefit-sharing schemes being implemented in Mt. Elgon landscape generated key policy recommendations and priorities for consideration during the development of the Ugandan REDD+ strategy and related natural resource management frameworks. The recommendations are being synthesised into a policy brief and will be used to engage the relevant policy makers.

Similarly, in Ghana the IUCN team and partners have been actively involved in the development of the national REDD+ strategy from the outset. In addition to gender issues, the work of the team on land and tree tenure as well as on benefit sharing appears to have been taken into consideration. Nonetheless the RT notes that some institutions in Ghana including the Ministry of Land and Natural Resources have requested further clarity and precision with respect to the inputs and contributions to be provided by the IUCN and partners. Recent work on REDD+ benefit sharing may be particularly useful for the national strategy development.

From the bottom up

It is too early to determine the extent to which national REDD+ strategies will be informed by the demonstration actions at landscape levels as most of these are yet to be fully implemented, and the end-results have not yet been captured and communicated. However, IUCN teams and partners are already bringing their experiences and their technical know-how of pro-poor principles and HRBAs to the national levels. Because the IUCN and partners are regarded as valuable key partners in the national REDD+ processes (in Cameroon, Ghana and Uganda), they are already able to influence the direction of key REDD+ strategies, frameworks, and mechanisms.¹³ This degree of influence appears more challenging in countries such as Indonesia (Papua) and Guatemala.

It is the engagement with communities that provides the IUCN and its implementing partners with the necessary credibility in the policy discussions at national and sub-national levels. The main challenge for IUCN and its implementing partners is to deliver on expectations generated not only at the landscape sites, but also at the national level. In Uganda and Cameroon, the government and civil society partners have high expectations that the IUCN will bring lessons from the demonstration sites to the development of REDD+. Such a level of high expectations is likely to be present in other countries. The IUCN's credibility is therefore, to some extent, at stake if progress of demonstration models, and in particular progress on real results in terms of gender responsiveness and pro-poor benefit-sharing arrangements, are not seen to be realized at the local level. Lack of sufficient tangible benefits and lack of women's inclusion at the demonstration sites could negatively affect the ability to influence national level processes and policies.

In Uganda it is critical that the project moves ahead immediately with the planned CFM processes in Agoro-Agu alongside some "quick wins" of supporting livelihood opportunities by facilitating links with local service providers. Moving ahead with the CFM processes (as planned) will demonstrate their value for successful implementation of the national REDD+ strategy. As mentioned above, the ongoing demonstration activities at Mt. Elgon landscape are

¹³ In Cameroon the IUCN appears to have strong convening power and credibility and is able to effectively mobilise stakeholders. There are also good analytical studies and knowledge products on REDD+.

being captured in a policy brief to be used with decision-makers in the development of REDD+ architecture of the country.

From the annual reports it appears that the IUCN contributions at national level, in terms of land tenure, safeguards, benefit-sharing and gender-related issues are particularly strong features in most countries. Success in influencing decision-makers (and ultimately policies, plans and strategies) on these issues depends on a combination of high-quality analytical work and practical tools for implementation.¹⁴ Achievements associated with the key topic of gender mainstreaming are good examples of the concerted effort of providing appropriate tools, analysis, roadmaps, and capacity development opportunities for partners. The gender achievements also illustrate how outputs and processes from phase I have been taken forward and made use of in phase II; exactly as envisaged at the outset. Similarly, the analytical work on benefit-sharing in phase I is useful and has been further developed with additional inputs from the demonstration sites.

It is important to stress that issues related to land and resource rights are ubiquitous in all the countries. The analytical and advocacy capacities of the IUCN and implementing partners have been developed over many years and are therefore very strong. However, improvements can be made.

In Papua, the focus is on securing customary land rights through boundary mapping and forest management agreements. Securing these rights would be a major achievement. Influencing legislation more broadly to secure such rights throughout Papua would be an even bigger achievement. The Samdhana team in Indonesia is well-positioned to continue its work in this area together with its partners.

In Cameroon, the IUCN team and partners are demonstrating the pro-poor and HRBAs at demonstration sites and bringing the lessons and knowledge to the national and sub-national level. In particular, further engagement in land tenure issues could potentially lead to more secure community rights to land and resources. Provided the government allows for a more open and transparent law reform process, the work on land tenure could potentially influence the national law reform in this area. This would be a major achievement in Cameroon, but is highly dependent on external and political factors beyond the control of the IUCN and partners.

The IUCN and the implementing partners are engaging in legislative and policy reform dialogues at national level, to promote HRBAs in all countries. The engagement is through the provision of inputs in terms of specific analytical work, sharing of on-the-ground experiences, and ensuring that voices of the poor and most vulnerable are included in policy engagements. In Ghana, Uganda and elsewhere there is support for stakeholder platforms where policies and measures for land and resource management are discussed and analyzed.

The IUCN teams have specifically provided information to and organized training sessions on pro-poor principles and rights-based approaches with selected government decision-makers and civil society advocates to further develop their operational capacities in this regard. At community level, the Project has also furthered the understanding of HRBAs. This was

¹⁴ In this context it is worth emphasising the value of civil society empowerment, working with indigenous peoples' organisations, women's organisations and so on.

demonstrated to the RT in the landscape of Agoro-Agu, where stakeholders were using the “rights language” to present challenges and options.

Climate change and development strategies

In addition to policy engagement in the core REDD+ processes at national level, the IUCN and implementing partners in Cameroon, Ghana and Uganda are also attempting to influence related policies and plans more broadly, using the project results. In Uganda an extensive range of policies and measures have been subjected to scrutiny by the IUCN team: including Land Policy, Forestry Policy, Gender Policy, the National Development Plan, Climate Change Policy 2015, the National Forest Plan, the Uganda Green Growth Development Strategy, National Adaptation Programmes of Action (NAPAs), Nationally Appropriate Management Actions (NAMAs), Integrated Territorial Climate Plan (TACC) and District Development plans.¹⁵

In Ghana the IUCN is also attempting to influence the implementation of REDD+ related government policies and plans such as the Wildlife Legislation, Land Tenure Law, landscape management plans, and district development plans. In Indonesia, there is an emphasis on influencing a number of policies and plans within the broader legal framework that are expected to guide the work towards securing customary land and resource rights as well as the implementation of forest management in the two Papua provinces. However, in Guatemala the focus is on influencing the REDD+ National Strategy and related plans and mechanisms.

In this context, it is critical that IUCN begins to design the means and tools (e.g. policy briefs, video clips and documentaries, written case studies) through which these influences will be communicated. This is important because by the time the project ends, key lessons and recommendations will have been communicated to the relevant institutions and arrangements for continued implementation discussed.

Finally, in connection with the global REDD+ effort, it is worth mentioning that the IUCN and implementing partners continue to bring field experiences and lessons on engagement at the national level in all countries. In Uganda for example, feeding into the international REDD+ process, support was provided for pre-COP and post-COP meetings which linked negotiators with knowledge and experiences from stakeholders on the ground. The pre-COP meeting was particularly successful in providing the negotiators with real examples of the challenges and opportunities of operationalising REDD+ in the Ugandan context. At the same time, the negotiators were able to give stakeholders insights into the COP agenda and the UNFCCC.

In Cameroon support was given to the national civil society platform to prepare a position paper prior to the COP21 with recommendations. The position paper was shared with the government and other stakeholders nationally and internationally. The IUCN also supported the organisation of a pre-COP meeting to discuss negotiating positions. Furthermore, the Cameroon team contributed technically to the organisation of a side event on gender mainstreaming in REDD+ and lessons learned on the REDD+ readiness processes during COP21 (Paris, December 2015).

¹⁵ Similarly, in Cameroon efforts are underway to review traditional and modern tenure systems, to support the national climate change observatory and to review forest and environment legislation, including the mining code.

3.4. Global component (C)

The objective of the “global level” component (C) is to ensure that “pro-poor principles and HRBAs are reflected in existing voluntary standards and regulatory frameworks such that barriers to tenure rights and equitable sharing of benefits are addressed.” In the project design it was noted that the component would encourage learning amongst countries and at the “global-to-national” levels through the advisory services of the GFCCP. It was also pointed out that the “evidence and capacities generated in the other components would be promoted, shared and integrated through submissions and position papers by the IUCN.”

The RT has not received a consolidated report of the progress and achievements of this component.¹⁶ However, it is understood that the financial and human resources available have enabled the IUCN to contribute to the revision of REDD+ social and environmental standards (SES) by incorporating pro-poor and rights based approaches. Furthermore, HRBAs have been taken up in various other contexts, notably in preparing guidelines for project design and monitoring as well as in guidelines for protected area management. Mainstreaming HRBAs in conservation initiatives is also being undertaken, as proposals for an international standard on social safeguards are being considered by a group of key conservation organisations, including Birdlife, Conservation International and the Worldwide Fund for Nature, etc. IUCN representatives have also participated as observers in the decision making bodies of the FCPF and the UN-REDD Programme and have been active in the processes associated with the conferences of the UNFCCC and the 2015 agreement on sustainable development goals (SDGs).

The forthcoming learning events will provide opportunities for the IUCN team to initiate sharing of experiences from the second phase of the project and to formulate plans for further advocacy concerning HRBAs and REDD+ at global level. The RT notes that the IUCN monitoring and learning unit will be increasingly involved in the project. It is anticipated that this will strengthen the efforts to ensure that the main lessons learned are communicated effectively to a broad audience.

In particular, after 8 years pursuing pro-poor agendas in five countries, it would seem that the time has come to thoroughly assess the outcomes of the REDD+ processes and to contribute to consolidating a global mechanism based on HRBAs and with improved tenure and benefit sharing arrangements at the forefront. Some analytical work might be carried out, in order to collate and digest the results and challenges in the five countries and to develop proposals for the way forward. The scope and limits of the FCPF’s Carbon Fund and the potential for results-based payments in based on the UNFCCC “model” (otherwise known as the “Warsaw framework” for REDD+) could be worth exploring in greater detail. As the IUCN has recently been accredited with the Green Climate Fund (GCF) there might be opportunities to ensure that the REDD+ performance payments envisaged through the fund will be allocated in accordance with the pro-poor principles and take full account of the rights and duties of forest communities.

¹⁶ In the project design it was envisaged that component C would build on national results and therefore start during the third year.

3.5. Project management

The project is managed in accordance with the standard IUCN practices and systems. A note outlining the involvement of the headquarters of the Union as well as the regional and country offices was prepared at the outset of the project. This also indicates the roles of the project coordination team (at global level), the country level implementation teams and the project steering committee (involving Danida). The practice of arranging regular conference calls between the country teams and the project coordinator (as well as thematic experts as required) seems to provide the necessary backstopping and to function well. Reporting includes thorough updated assessment of risks, thereby providing a useful tool for corrective management responses as required.

3.6. Budget & expenditure

Based on financial information provided to the RT in March 2016, the expenditure and remaining balances for each country and for the global component are as shown in the table below.

Budget, expenditure & balance (DKK)

	Budget 2014-17 (according to prodoc.)	Expenditure to end 2015 (estimated)	Expenditure as percentage of budget	Balance for 2016-17
Cameroon	3,778,856	1,108,002	29%	2,670,853
Ghana	3,475,354	1,072,416	31%	2,402,938
Guatemala	3,776,645	1,317,582	35%	2,457,995
Papua	3,536,203	1,626,292	46%	1,909,911
Uganda	3,778,856	1,735,493	46%	2,043,363
Global component	4,000,000	2,148,913	54%	1,851,087
Administration	1,635,514	554,044	34%	1,081,470
Total	25,000,000	9,562,742		14,417,617

There does not appear to be any shortage of funds for carrying out planned activities in the final two years of the project. However, the financial reports indicate that expenditure on the global component has been greater than anticipated. The high costs of operating in remote regions probably explain the relatively higher rate of spending in Papua and Uganda.

3.7. Completion of the project

To a great extent it seems that the project has been integrated in the IUCN and the partner's portfolios and ongoing work in the five countries. At the global level the Union is undertaking strategic resource mobilization for the programmatic work, including the GFCCP. At country level, each team is identifying options for mobilizing resources to continue activities at landscape sites. The RT noted in particular that a number of possibilities are being explored for future funding of activities related to livelihood enhancing options.

The RT is aware that there is a wealth of knowledge and valuable lessons being generated in the five project countries. Unfortunately, the way the information is captured and presented in the annual reports makes this information rather difficult to access and to draw conclusions

from. Specific communication efforts should be considered in order to facilitate the dissemination of lessons learned and results obtained. The IUCN should consider preparing communication material along the lines of the brief thematic articles presented on the IUCN website. The IUCN should consider whether sufficient resources have been allocated towards developing high quality communication material capturing the achievements and knowledge generated through the project.

The Project is on track to be completed within the timeframe i.e. by December 2017, and hence the IUCN does not plan to request a no-cost extension. It is possible that some additional time will be required to wrap-up and capture final lessons in early 2018. In the event that additional time is needed to complete project closure the IUCN should send a formal request to Danida (MoFA) by July 2017 latest.

4. Conclusions and recommendations

As mentioned in the inception note prepared at the outset of the mid-term review, good progress is being made on REDD+ through the IUCN's pro-poor project. The IUCN teams and project partners are seriously engaged in REDD+ processes in the five countries and at global level. The RT is impressed by the efforts to develop livelihood options at the landscape level, to participate in REDD+ strategic planning at national level and to "connect" with international negotiations on REDD+, green growth and sustainable natural resource management.

Nonetheless, while the overall assessment of progress is positive and the conclusion is that the project is largely "on track" towards the agreed objectives, there are several recommendations pertaining to improvements that could be made. These are outlined as follows.

Firstly, it is recommended (1): *to increase the focus on results at the landscape level.*

A number of livelihood options have been identified for the landscape sites and proposals for supporting these have been prepared. Achieving tangible benefits at the community level in the selected landscapes is important. The IUCN teams and partners need to increase the focus on providing capacity development through key partners operating at the landscape level, including implementing partners, service providers and local level institutions (government and non-government) such as the NFA in Uganda and the CREMAs in Ghana, to "fast-track" effective CBNRM and enhanced livelihoods on the ground. It would also be useful to capture the lessons learned and evidence that the pro-poor principles and HRBAs can deliver tangible benefits at community level.

Secondly, the RT recommends (2): *that partnerships and strategic engagements are further clarified.*

Some strategic partners remain loosely associated with the project at country level. In order to benefit from the range of stakeholders and the depth of expertise, it would make sense to track contributions by relevant stakeholders in each country, to define and document the nature of their stakes (in REDD+ and landscape improvements, etc.) and their relevance to the project. A stakeholder engagement framework is useful for determining the nature, depth and timing of partnerships. The framework also helps to clarify how different stakeholders are

involved in REDD+ both at the national and landscape levels as well as the linkages that could be established between the two levels. In many cases, contracts and agreements are required to formalise engagements, indicating clear roles and expectations from each stakeholder in line with the overall project goal.¹⁷

Thirdly, it is recommended (3): *to sharpen the communications and advocacy efforts.*

A number of studies and analyses on REDD+ related themes such as benefit sharing options, land tenure reforms and natural resource management arrangements have been undertaken. In addition, some lessons have been learned from the work at the landscape level which could be of relevance at the policy level. Reports have been prepared from these activities and shared with stakeholders. A number of meetings have been held to present and validate the results of the analyses that have been done. While some of the information has contributed to national level REDD+ strategy development and other policy and planning processes, it would seem that useful information and findings may not have been fully captured. The difficulties may be due to the way the information is packaged and/or the channel for sharing the information.

Moving forward it would be worthwhile to: i) reconsider if information should be packaged differently to suit different stakeholders' needs; ii) identify the specific department (within the stakeholder institution) that will use the information and make that the target audience; iii) formalise and institutionalise information sharing to make it relevant not only to individuals but to the overall stakeholder institution. In addition, making use of the media to propagate key messages of policy importance and to get policy actors into dialogue is critical, as IUCN experience in other contexts illustrates.

The RT also recommends (4): *that efforts are intensified to ensure that pro-poor principles and HRBAs underpin national REDD+ strategies, action plans and guidelines.*

This can be undertaken in conjunction with improved communications and advocacy.

Fifthly, it is recommended (5): *to streamline project reporting, thereby ensuring better communication on progress and results.*

Clear communication of results is essential. A number of improvements in reporting could be made: i) Clarifying interventions and projected end results by identifying and linking the activities and milestones; ii) Actively documenting the outcome of all engagements to bring out significant changes that could be reported on; iii) Focusing not only on the overall expected outcome, but also on intermediary outcomes (milestones); iv) Ensuring that reporting is on actual progress vis-a-vis plans. Each report should be a key communication tool. This means reporting clearly and succinctly on the current status of the project.

Finally, it is recommended (6): *to intensify efforts to capture key lessons learned for REDD+.*

¹⁷ The RT recognises that partnerships with key stakeholders in each country underpin much of the work that has been done by the IUCN on REDD+ since phase I. The purpose of this recommendation is to stress the value of well-defined partnerships.

During the review various suggestions were made concerning issues and topics which are important for the design of the national and global REDD+ mechanism.¹⁸ The IUCN and partners have a considerable interest in ensuring that the “nature based solutions” proposed through REDD+ are effective and equitable. In this connection at least two pieces of analytical work have been identified for further consideration:

- a policy brief on CBNRM with REDD+ potential. This would include an overview of the engagements in different types of community based natural resource management. The brief would include policy options depending on land tenure system and/or formal status of forests and landscapes (e.g. customary land, forest reserves and national parks, cross border landscapes, etc.). The brief would also include policy options vis-a-vis different types of management: community, joint, collaborative.
- a policy brief on benefit-sharing arrangements with REDD+ potential. This would include an overview of the mechanisms and models analysed and tested to date in connection with the project. The brief would provide policy makers with a menu of benefit-sharing options that could be used at sub-national and national levels.

Other issues and topics could also be taken up.

¹⁸ Several briefing notes and other papers on REDD+ were prepared in the course of phase I.

Annex A - Persons met

1. IUCN, Gland
 - George Akwah, REDD+ programme officer and global project coordinator
 - Chris Buss, deputy director, Global forest and climate change programme
 - Jules Colomer, Monitoring and learning officer, Global forest and climate change programme
 - Manuela Fernandez, Intern, Global forest and climate change programme
 - Stewart Maginnis, Global director, Nature-based solutions group
 - Gonzalo Oviedo, Senior social policy adviser
 - Patrick Wylie, Senior forest policy adviser, Global forest and climate change programme

2. Bogor, by skype:
 - Yunus Yumte, Samdhana (Papua)
 - Budi Rahardjo, Samdhana (Papua)
 - Nurul Chairunissa, Samdhana (Papua)
 - Sandika Ariansyah, Samdhana (Papua)

3. Yaoundé, by skype:
 - Ako Charlotte Eyong, IUCN Cameroon
 - Remi Jiagho, IUCN Cameroon
 - Raphael Meigno Bokagne, INADES Formation, Cameroon
 - Leonard Usongo, IUCN Cameroon
 - Keneth Angu Angu, IUCN regional forestry programme, Central Africa

4. Guatemala City, by skype:
 - Lorena Cordova, IUCN Guatemala
 - Erick Ac, IUCN Guatemala
 - Marleny Oliva, MARN Guatemala

5. Northern Region of Ghana, Damaongo

Meetings with A Rocha (IUCN partner NGO) team:

- Godwin Evenyo Dzekoto
- Daryl Bosu
- Emmanuella Kyeremaa

Meeting with members of the West Gonja, Protected area management advisory unit (PAMAU):

- Tahiru M. Gadafi, Environment & Sanitation Dept.
- Festus C. Agya-Yao, Mole NP
- Braimah Baba M., GTC
- Tolodompewura Abdallah Ahmed, CHRAJ
- Mohama M. J. Braimah, NCCE
- Joanna Saaka, Mole NP
- Mariama Zakaria (Queen Mother), Larabanga
- Adam Abu, Larabanga
- Abdul M. Yussif, Kananto
- Gurpewura D. Saaka
- Issahaku Sofa A, MOH
- Braimah Junos, Kabanpe
- Henry Amoako, FSD

Meeting with Mole National Park management personnel:

- Richard Asare, Wildlife protection
- Festus C. Agya-Yao, Collaborative resource management

- Amankwah Yakubu, Human resources
- Ali Mahama, Law enforcement & GC
- Joanna Saaka, Community unit
- Dramani D. Jaward, Law enforcement & GC

Meeting with members of Murungu Community Resource Management Area (CREMA) James K. Bani

- Seidu Munaba
- Jacob Kontali Zein
- Salifu Chiri
- David Kpaliga
- Zapayali Moshei
- Marck M. Bani
- Jebuni Pogbanaba
- Amadu Boriche
- Ibrahim Memuna
- Fusheini Dunaba
- Joseph G. Jedu

6. Accra

Meetings with IUCN team

- Saadia Bobtoya Owusu-Amofah
- Samuel Kofi Nyame
- Dorcas Gyimah Owusu
- Adewale Adeleke, Consultant

Meeting at Royal Dutch Embassy

- Fred Smiet, First Secretary Water and Climate Change

Codesult Network, by 'phone:

- Michael Sam, Programme Officer
- Robert Obiri-Yeboah, Executive Director

Ministry of Lands and Natural Resources (MLNR), by 'phone

- Musa Abu-Juam, Technical Director (attending FIP session in Kumasi)

Meeting at Forestry Commission with partners

- Hugh Brown, Forestry Commission (FC)
- Charles Sampong Duah, FC
- Raymond Sakyi, FC
- Yaw Kwakye, FC
- Hilma Manan, FC
- Andrew Kyei Agyare, FC
- Richard Gyimah, FC
- Wellington Baiden, Portal
- William K. Dumenu, CSIR-FORIG
- Peter Maar, ICA
- Kwaku Abban, ICA
- Robert Bamfo, Consultant
- Kobby Optson, PDA
- Daryl Bosu, A Rocha
- Patience Opoku, MoGCSP

7. Kampala

Meetings with IUCN team, ECOTRUST-UGANDA and Environmental Alert

- Sophie Kutegeka, Head of Office, IUCN
- Nakyeyune Cotilda, Senior Programme Officer, IUCN
- Polycarp Mwima, Programme Officer - Forests, IUCN
- Sandra Amongin, Programme Assistant, IUCN
- Jimmy Muheebwa, Project Officer, ECOTRUST-UGANDA
- Pauline Nantongo, Executive, ECOTRUST-UGANDA
- Sarah Nachuha, Programme Manager, ECOTRUST-UGANDA
- Dr. Joshua Zaake, Executive Director, Environmental Alert
- Herbert Wamagale, Environmental Alert

Meetings with key project partners

- Paul Mafabi, Director, Directorate of Environmental Affairs, Ministry of Water and Environment (also Chairman, Project Steering Committee)
- Chebet Maikut, Commissioner, Climate Change Department
- Dr. Leal Miguel, Programme Manager REDD+ Project in the Albertine Rift, Wildlife Conservation Society
- Kaaya Christine, Programme Coordinator, Parliamentary Forum on Climate Change
- Jalia Kobusinge, Advisor, Programmes Sustainable Development, European Union
- Doreen Ruta, Social Researcher, Consultant
- Xavier Nyindo Mugumya, Coordinator, Climate Change and Alternate REDD+ Focal Point, National Forestry Authority
- Kabarungi Annet, Senior Gender Officer, Ministry of Gender, Labour and Social Development
- Kasule Florence, Coordinator, Pan African Climate Justice Alliance (PACJA - Uganda) / FEES Uganda
- Patrick Byakagaba, Lecturer, School of Forestry, Makerere University
- Gaster Kiyingi, Team Leader, Tree Talk Plus
- Robert Bakiika, Deputy Executive Director, Environmental Management for Livelihood Improvement Bwaise Facility (EMLI)

8. Agoro-Agu Landscape, Northern Uganda

Meetings with main stakeholders

- Bongomin George Kinyera, Assistant Chief Administrative Officer, Lamwo District Local Government
- Ocan Jakeo, District Community Development Officer, Lamwo District Local Government
- Komakech Richard, Acting District Natural Resources Officer, Lamwo District Local Government
- Nekesa Esther, Sector Manager, Agoro-Agu Sector, National Forestry Authority
- Lamton Omoyo, Forest Supervisor, Agoro-Agu Sector, National Forestry Authority
- Chalo Santana, Community Development Officer, Agoro Subcounty
- Acellam Charles Saleh, Secretary for Production, Agoro Subcounty
- Owali Benedicto, Subcounty Chairperson, Agoro Subcounty
- Onen Pope, Chairperson, Uganda Forestry Working Group, Northern Node
- Tabu Frances, Steering Committee Member, LFAECA
- Lugai P. John, Programme Manager, Agoro International Vocational Institute, AIVI
- Oola David Dim, Chief Executive Officer, Agoro International Vocational Institute, AIVI

Annex B – main documents consulted (by year)

2016

Global - Presentation made to Review Team, Gland, March

Annual Technical Progress Reports (2015) for Cameroon, Guatemala, Ghana, Papua (Indonesia), and Uganda.

2015

Summary of Recommendations of the Project Steering Committee, October

Summary of Progress up to 30 June 2015, September

Final Report on Global Gender Office Technical Assistance in REDD+ Project, July

Annual Technical Progress Reports 2014 - Consolidated and Country Annexes

2014

Project Operational Strategy, October

Project Theory of Change - General and Country-specific ToC

Overview of Project Management Arrangements

2013

External Grant Committee Meeting Note, September

Full Proposal - Towards Pro-Poor REDD+: Promoting Rights-based Approaches to Strengthen The Conservation, Governance and Sustainable Management of Landscapes in Cameroon, Ghana, Guatemala, Papua Province of Indonesia, and Uganda, July

Final Appraisal Report, June

Project Support Document, 2013

Cameroon (revised 2014), Ghana & Uganda's REDD+ Roadmaps, No date

Guidelines for Gender- Responsive REDD+ Policy, Programming and Measures, no date.