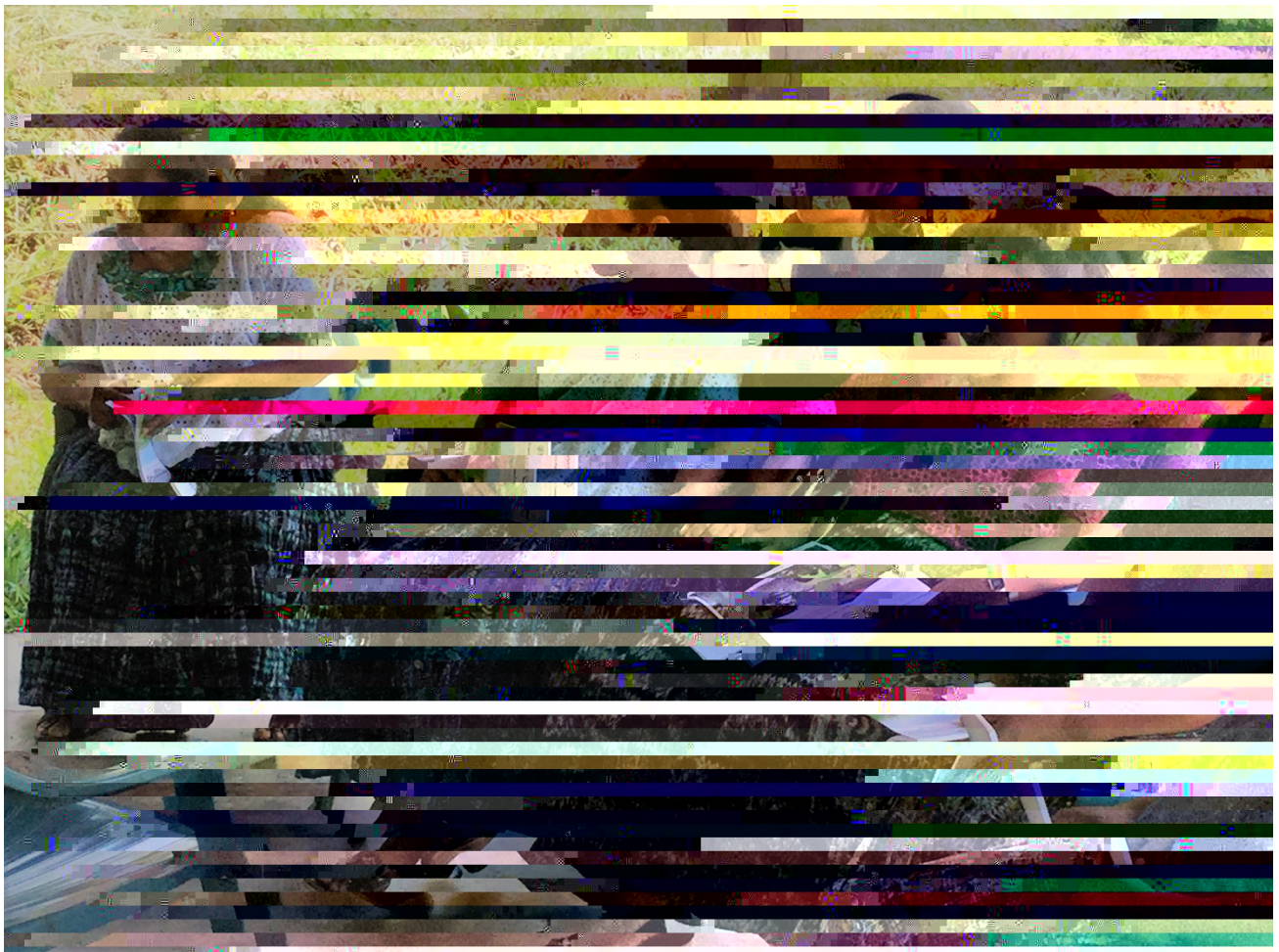




FINAL PERFORMANCE EVALUATION OF THE USAID



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Cover: Women in Rocjá Pomptila a focus group discussion, Alta Verapaz, Guatemala, May 24, 2017 Credit: Carolina Dreikorn

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MARN-GT	Ministry of Environment and Natural Resources, Guatemala (Ambiente in Spanish)
MARN-ES	Ministry of Environment and Natural Resources, El Salvador (Medio Ambiente in Spanish)
MAS	Mitigation and adaptation synergy
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning (Plan)
MiAmbiente	Ministry of Energy, Natural Resources, and Mining, Honduras
MRV	Monitoring, Reporting, and Verification
NASA	National Aeronautics and Space Administration
NGO	Non-Governmental Organization
NOAA	National Oceanic and Atmospheric Administration
NRM	Natural Resource Management
OSPESCA	Organization of the Fisheries and Aquaculture Sector of the Central American Isthmus
PCPF	Forest Carbon Partnership Facility
PERFOR	Regional Strategic Program for Forest Ecosystem Management
PINPEP	Incentive Program for Small Forestland Owners
PITT	Performance Indicator Tracking Table
PMEP	Performance Monitoring and Evaluation Plan
PPP	Public Private Partnership
PROBOSQUE	Law for Proj EMC3oioog a]TJ 0 OBOSQUE

EXECUTIVE SUMMARY

EVALUATION PURPOSE

This report serves as the final performance evaluation of the USAID Regional Climate Change Program (RCCP) in the Central American region, funded by the United States Agency for International Development (USAID) Mission in El Salvador and implemented by the Tropical Agricultural Research and Higher Education Center (CATIE, by its acronym in Spanish) during the evaluation period of April 2013 – December 2016. The purpose of the RCCP evaluation is to inform USAID of the activity's

EVALUATION DESIGN AND LIMITATIONS

The approach followed in this evaluation was predominantly qualitative and focused on processes that have led to changes in attitudes and empowerment of the Program's role in these processes. Quantitative indicators were used only as a reference to illustrate the differences in explaining processes rather than for use in assessing numerical milestones. Informants from the different groups of stakeholders were interviewed using structured questionnaires. The sample population of stakeholders (118) provided a small but diverse representation wherein 36 percent of interviewees were female.

FINDINGS AND CONCLUSIONS

Evaluation Question 1: Impact

Findings

RCCP developed common definitions, practical methodologies, and tools to help different countries move forward on customized REDD+ issues.

Interviewees stated that the Restoration Opportunities Assessment Methodology (ROAM) tool developed by RCCP/UCN⁵ has opened windows for discussion at the ministerial level, and not only on landscapes but also on water, agriculture, and tourism mitigation and adaptation synergy (MAS) is another tool that was developed that could be applied to determine previous impacts and future interventions through the use of data. The tool is promising but has yet to be finalized.

The government staff in Honduras was not made aware of the miscommunication between CATIE and the Environment and Production Platform of San Pedro Sula (MAPSP) in Honduras, regarding CATIE's exit in September 2017. Informants interviewed by the Team in June 2017 complained about the lack of proper response to the questions regarding CATIE's exit from the priority territory (in October 2016) that used more than \$570,000 since 2013. The exit plan had not been socialized with the end users.

RCCP has facilitated the implementation of several Regional Climate Fora that allowed the Meteorological Services, the Regional Committee for Hydraulic Resources (CRRH) Secretariat and other productive sectors to strengthen their relationship, exchange important data, and consolidate regional climate information.

Centro Clima (clearinghouse) was originally conceived as having

countries. The staff for this component is well-recognized by USAID staff and among government interviewees

Conclusions

Central American countries are now more active and have made progress in REDD+ as compared to four years ago. They expect to finalize their REDD+ National Strategies by 2018. RCCP has supported SICA countries but it remains to be seen whether they can mobilize funds and meet their pledge to the Bonn Challenge.

ROAM is an important tool that is being successfully applied in Honduras, Guatemala, and El Salvador as of the end of 2016. MAS is another important tool, though it is yet to be finalized.

The RCCP exit strategy from Si Paulya was not made clear to the community members. The otherwise positive impact of this effort has been tinged with disappointment due to this breakdown in communication.

CRRH has successfully compiled and managed climate data and information. Centro Clima hosts data not only from CRRH but also from the National Aeronautics and Space Administration (NASA), IUCN, and CATIE, among others, and has developed a dynamic tool to enhance knowledge and its applications with end users. Centro Clima supports both Clima Pesca and Coffee Cloud, providing climate data gathered from meteorological and sectoral organizations in the region.

The Environmental Management component (under CADERA) has helped to revitalize CCAD as a leader with regional impact, even though it does not operate in any of the areas where the Sustainable Landscapes or Adaptation components operate.

Evaluation Question 2: Alignment

Findings

At the beginning of the Program, REDD+ was not a well understood task, but it was a priority for RCCP to align REDD+ closely with the policies of those countries in order to reduce deforestation and vulnerability, and create employment by using the REDD+ development pathways following national environmental sk, t t004 T004 TATc -02ha2(i)-2(t)-2(e)4

forest had more power to spark change in attitudes than conventional incentives in REDD+.

There has been weak empowerment of local communities to address day and strategic

1.0 EVALUATION PURPOSE AND EVALUATION QUESTIONS

1.1 EVALUATION PURPOSE

The purpose of the final performance evaluation of the Regional Climate Change Program (RCCP) is to inform USAID of the activity's achievements and challenges to date in order to make any necessary changes for the remainder of program implementation and plan appropriately for future environmental work in the region. In addition, the evaluation will serve to provide empirical evidence on management issues that will support learning and continuous improvement in USAID's regional environmental work through the activity and future endeavors.

The principal audience for this evaluation will be USAID, particularly the Economic Growth Office, the Regional Program Office, the Environment Management of the Central America and Mexico (CAM) Mission, the USAID Bureau for Economic Growth, Education and Environment's Office of Global Climate Change, and the implementing partners (IPs) – the Tropical Agricultural Research and Higher Education Center (CATIE), by its acronym in Spanish, as the prime and other member of the Consortium including CARE, DAI, IUCN⁸, and TERRA Global – who will carry out the remaining implementation of the activity based on findings and recommendations from this evaluation. Finally, regional and national environmental agencies involved in the coordination of activity implementation will also participate in the evaluation.

Findings, conclusions, and recommendations will be used by USAID to make any necessary adjustments for the remainder of RCCP implementation, as well as to identify areas and approaches for future regional environmental activities based on Mission goals and expected results. In addition, evaluation results will be used for reporting purposes to stakeholders. USAID will also use the evaluation findings to be considering its next regional environmental activity.

1.2 EVALUATION QUESTIONS

Four evaluation questions, identified by USAID, were used during the data collection process:

- 1.2.1. What have been the most significant intended and unintended environmental, social, and economic results achieved to date by RCCP?
 - 1.2.1.1. What have been the main internal and external factors that have influenced the achievement or non-achievement of RCCP's expected results as planned?
- 1.2.2. To what extent are the results of RCCP aligned with national and regional climate change strategies, needs, and priorities in Central America?
- 1.2.3. To what extent has USAID been able to build or strengthen local capacity in the region to address climate change issues?
- 1.2.4. What methodologies, approaches, and results achieved by RCCP have the

potential to continue to exist after USAID's funding ends?

2.0 PROGRAM BACKGROUND

Forested landscapes in a few countries in Mesoamerica continue to decrease, possibly at a lower rate than in the first decade of this Century (United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation, UNREDD, 2010). However, population growth and the need for increasing incomes exert continuous pressure on the land base. Greater pressure on the natural resource base has also been compounded by climate change resulting from the accumulation of gases associated with the greenhouse effect (GHE), such as carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O), among others. These gases are thought to be a major cause of extreme meteorological events, which generally involve warmer and drier conditions associated with higher weather variability that increase the risk and vulnerability of people's livelihoods. It is estimated that 35 percent of global gas emissions are the result of tropical deforestation (CO₂). Use of agricultural fertilizer contributes N₂O, while livestock enteric fermentation and manure management, paddy rice farming, paddy land use, and wetland changes contribute CH₄. Thus, in the short run, countries can adapt to climate change by being better prepared to cope with the associated risks. This may include improved land use and agricultural practices.

effects of global climate change. The program was designed to help countries to engage in REDD+ activities conducive to

and Monitoring, Reporting, and Verification (MRV) protocols / programs and other related agriculture, forestry and other land use initiatives that have the potential to be harmonized and accepted across the region.

CATIE works on technical issues such as MRV pilot sites, inventories, MAS, and also coordinates work with other Consortium members CARE and IUCN work on social issues, namely safeguards consultations, free, prior, and informed consent (FPIC); and inclusion. TERRA works on economic and financial aspects such as trade, costs, and financial projections IUCN also works on forest policies for restoration, illegal logging, and traceability

The two objectives of the Adaptation component are:

1. Generation of meaningful and useful climate change data by a variety of institutions distributed to decision makers in both government and the private sector, including communities and other local key stakeholders
2. Development of distribution systems to provide this data and decision support in a timely and user-friendly manner

and improved enforcement and compliance with environmental laws and regulations to strengthen environmental institutions and build local capacity in C&A countries.

The Forest Carbon Partnership Facility (FCPF) was launched in Bali in 2007 (started to operate in 2008) during the Conference of Parties (COP 13) of the United Nations Framework Convention on Climate Change (UNFCCC). The FCPF is a global partnership focused on reducing emissions from deforestation and forest degradation, forest carbon stock conservation, and sustainable management of forests in developing countries (referred to as REDD+). This Facility has two funding mechanisms administered by the World Bank (WB): the Readiness Fund and the Carbon Fund (Forest Carbon Facility, <https://www.forestcarbonpartnership.org/>)

The Readiness Fund supports tropical and subtropical developing countries in preparing for REDD+ including: a) preparing national REDD+ strategies; b) developing reference emission levels; c) designing measurement, reporting, and verification systems (MRV); and d) setting management arrangements and environmental and social safeguards.

The Carbon Fund allows countries to prepare and submit proposals under their

In addition to the FCPC, the UN-

3.0

The different stakeholders identified by USAID and expanded on by the Team for this evaluation are as follows

1. IP (CATIE)
2. Consortium members (CARE, DAI, WFP, UNICEF, U.S. EPA)
3. Government cluster authorities and officers from Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama
- 4.

were from stakeholder Group 2-

questions. This approach triggered explanations of how, when, in what ways, and to what extent the RCCP has achieved something beyond the quantitative performance indicators. In addition, for each evaluation question the Team incorporated, to the extent feasible, an analysis of possible differences associated with gender or social groups, particularly historically excluded groups (youth, people with disabilities, indigenous populations, etc.).

The Team presented preliminary findings to different stakeholders in San Salvador, El Salvador on June 16, 2017 (CARE, CATIE, IUCN, USAID/CAMA, Annex IV). The feedback received was processed for the preparation of this report.

Quantitative and qualitative analysis

Quantitative performance indicators were used to assess advancement of the Program against their expected and agreed milestones or rates (Annex V). The Performance Indicator Tracking Table (PITT) is included in Annex VI. Qualitative analysis of information gathered through direct observation, semi-structured interviews, and focus groups was based on a guide with open-ended questions related to each of the four proposed questions and also linked or mapped to eight standard indicators (8) custom indicators (3), and four custom CAFTA-DR (CAFI) indicators in the RCCP Performance Monitoring, Evaluation, and Learning Plan (USAID, 2017).

As the first step in the analysis, the Team prepared field notes used to identify key information as topics for assessing the three RCCP components. In the second stage, the

4. FINDINGS AND CONCLUSIONS

4.1 QUESTION 1: IMPACT

What have been the most significant intended and unintended environmental, social, and economic results achieved to date by RCCP? 1.1. What have been the main internal and external factors that have influenced the achievement or non-achievement of RCCP's expected results as planned?

4.1.1 Findings

Deforestation and land degradation in Central America have not been arrested processes have contributed to GHG emissions and reductions of carbon stocks. In response to this, a proposal was made to the UNFCCC in 2005 by a group of countries include a mechanism for Reducing Emissions from Deforestation and Forest Degradation, conservation and sustainable forest management, and increased carbon stocks (REDD+).

In this context and in the interest of several countries that are members of SICA throughout the CCAD, RCCP was designed to assist the REDD+ initiatives. The Program started

Several SICA country members (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama) made a pl

Priority Territories.²³ According to CATIE (2013, p. 3, 467)²⁴, within three priority territories

lack of proper response to the question regarding CATIE's exit from the priority territory that used more than \$570,000 since 2014 (FGD14 G3, FGD15 G3b, FGD16 G3b) The draft exit plan was shared with the Team on June 2nd, 2017 Had the RCCP Work Plan 2016-17 and the "exit plan" been socialized with users or beneficiaries and with fluid and effective communication between MAPSP and CATIE's Director of Foreign Affairs between October 2016 and May 2017, this disappointment could have been prevented. RCCP and Fundación Madera Verde trained agroforestry cooperatives in the Sico Paulaya area to achieve organizational cohesion and compliance with various legal

Public Private Partnerships (PPP)

In CATIE (2013, p. 34), it is mentioned that, "...in addition to priority sites, the RCCP will establish Global Development Alliances (GDAs) with the public and private sectors to address jointly defined business and development objectives. The alliances will be co designed, co-

community members have been trained in the establishment and management of agroforestry systems, and have received technical assistance, inputs, and administrative legal advice to present documents for small landholders forest management and reforestation

Centro Clima supports two tools or applications (apps

established and approved at CCAR Regional Environmental Strategy Framework 2015-2020," at which all countries were represented by their environment ministers (KII12 G1). At the national level, not all countries were in the same situation regarding REDD+ (human capital, project development, political will, and socioeconomic conditions) on how to respond to their individually acquired commitments. The Program responded to the needs and priorities of the countries to support them either to access carbon markets and implement REDD+ activities, or to provide institutional strengthening and develop capacities to prepare national REDD+ strategies. Some countries were more advanced than others, and the following is how RCCP responded and aligned to their demands.

As far as regional alignment is concerned, regional alignment is more difficult because the national interest tends to dominate. Among the European countries the regional interest is above the national level but in Central America it is the opposite (FC13 G1 and MM15 G1, respectively). Because national governments keep changing, the priorities, needs, and strategies may also change, thus the program and its expected results change. Two contrasting situations depict how changes in governments and policies can affect the scenario where RCCP operates. Two years ago in Guatemala, under a different administration, there was m2 Tw -23.016(o)-4(n)f0.Rhere was mas mas (t)-6(h)d(t)-6(r)-11(at)-6(6)-1

and economic development options that especially benefit indigenous and forest dependent communities.

At the beginning of the Program, REDD+ was not a well understood task, but it was a priority for RCCP to align REDD+ closely with the policies of those countries in order to reduce deforestation and vulnerability, and create employment by using the REDD+ development pathways following national environmental laws and work plans. By attending direct requests from governments, RCGPERRA-CATIE were well aligned with the state policies and plans for REDD+ initiatives such as ERPIN and ERPD³³. The principle of voluntary collaboration has always been applied, when there is adaptation to the institutional scenario, work relationships can be fruitful.

384 persons were trained in Sustainable Landscapes or 100 percent of the LOP target; of those, 41 percent were female trainees.

6,584 person hours of training were provided on women issues under the CAFTA-DR component, or 57 percent of the LOP target.

The proportion of female trainees as a percentage of the total trainees in Sustainable Landscapes was almost four times higher than in Adaptation.

There were numerous activities for local capacity development conducted by the Program to transfer knowledge and skills to different stakeholders at different levels: local government officials, medium and technical level officers, extension staff and end users of the products and tools. Each IP designed and developed a series of training events (workshops, short courses, master's program, etc.) to strengthen the country's capacities in the RCCP components. Fifteen and twenty training events took place in the second and third fiscal years respectively (USAID-RCCP, 2015 and 2016).³⁶ However, other than the general learning goal of the training events expressed in the training plans, there was no indication of how knowledge acquisition was measured. Ramos (2017)³⁷ assessed the institutional strengthening provided by the Program in the Sustainable Landscapes and Adaptation components, applying a detailed questionnaire to 27 individuals.

Sustainable Landscapes Component

Under this component there was training to: 1) facilitate carbon credits marketing proposals as an economic incentive to conserve tropical forests; 2) develop and deploy operation plans and mitigation measures addressing climate change stressors and vulnerabilities at different levels; and 3) develop integrated and harmonized REDD+ strategies, MRV protocols for forestry and related agriculture, and other land use initiatives potentially acceptable to the region.

RCCP-TERRA developed economic and financial models for carbon market projects (ERPIN and ERPD) in Costa Rica, Guatemala, and Dominican Republic. During the first two years of the Program, TERRA carried out two day workshops in REDD+ Finance in Guatemala (18 presentations), and Panama (14 presentations).³⁸

FUNDAECO-CARE is the only PPP that the Program implemented in this component in Cerro San Gil, Izabal, Guatemala. FUNDAECO installed a Bio-Center with RCCP assistance, where it provides training (mostly in Spanish) in public health, forestry, and agroforestry management for 661 household heads in its zone of influence (three additional Bio-Centers were in place before FUNDAECO

³⁶ USAID-RCCP (2015), Annual Training FY Plan 2015; and USAID-RCCP (2016), Annual Training FY Plan 2016.

³⁷ Ramos, N. (2017).

Guatemala. Additional training took place in two territories: Darien in P3(i)-2[-5(a)mi

CATIE prepared training manuals on coffee in Spanish for Guatemala and Honduras during 2012-2016 to assess the vulnerability of coffee plantations to climate change. This tool would later be included as a new module in Coffee Cloud. A training event for the National Conservation Areas System (SNAC) was held in Costa Rica with a total of 86 participants, a validation workshop for the OSPESCA tool [app] was held in El Salvador

CLIMA -PESCA, a tool offering daily weather information to fishermen throughout the region, was presented to OSPESCA board members in December 2016. One interviewee (KII24 G2) remarked that “this tool will help save lives, while boosting production.” Training has been provided to continue enhancing the applied value of meteorology in regional economic sectors. The tool focuses on three key questions: where to catch, how to catch, and am I safely fishing today

RCCP has contributed to the strengthening of CRRH’s capacity to acquire, process and disseminate meteorological data and information (update of the Central America Climatic Data Base, videoconference equipment) each month. (on 16h)-4(e) Tc 0 Tw 19.54 05.15 r]TJ potonft-1

Training took place at different levels in the Sustainable Landscapes component. The Team was not able to verify the effect of TERBA local capacity to develop economic and financial models for carbon markets on their own in Guatemala, Honduras and Costa Rica. On the other hand, the Team found that FUNDAECO in Guatemala had several practical, hands

Ramos (2017) concluded that the staff from different institutions contributed to the RCCP enhanced the capacity for responsible information management, leadership, planning, and data

Ministries of Environment in El Salvador, Guatemala, and Honduras use ROAM as a planning and decision-making tool to build their national restoration plans. IUCN has been the promoter of this tool, but it is up to each government to determine the speed and pace of implementation. This is usually a responsibility left to the ministries of environment, the focal points for REDD+ and Bonn Challenge commitments.

Some informants stated that the ROAM tool needs to be scaled for more politicians to be aware and involved, and downscaled for the communities to appreciate its benefits at the local level (municipality or plot level). At the same time, opinions were expressed that Guatemala and Honduras still need a lot more training to be able to implement this tool effectively. IUCN receives request for ROAM by the ministries and communities, and IUCN has expressed its commitment to continue working in the Lachuá region regardless of changes in funding.

As part of the commitments made to the UNCCC to build their REDD+ Strategy, Guatemala and Honduras have already established National Safeguards Committees, and El Salvador and the Dominican Republic are in the building process (Annex X). Basically parties agreed to apply the safeguards to REDD+ and provide a summary of information on how safeguards will be addressed, and are also creating a Safeguards Information

will. In some cases, this is because once a country has ratified a convention agreement, it becomes a national law and it needs to be implemented and enforced; but also, it should be determined by suitable environmental governance. In addition, low governability in some locations in Honduras (governments often cannot enforce the rule of law)

The Team found that the majority of land stewards, water users, agriculturalists, livestock producers, beekeepers and artisans in Lachuá Sico-Paulayado do not have the skills to produce efficiently in order to compete with imports nor do they have the skills to achieve cost-efficient export quality (FGD4 G2, FGD6 G3a, KII20 G2, FGD14 G3, MM9 G3, and MM10 G3). The exceptions were some cacao producers in Lachuá who export very differentiated white cacao and MADERA VERDE where they export mahogany for guitar necks. In general there is a very high dependence on external advisers such as foresters, entomologists, land use planners, social scientists, and small business development specialists, among others

CRRH and its members (Meteorological Services of Central America) have endorsed Centro Clima and have accepted responsibility for administration of this platform. The transition period is currently underway and is included in the Business Plan prepared by RCCP and CRRH (RCG/SAID and CRRH/SICA, 2017). RCCP will provide funds as an endowment or trust for operation for two years. The Business Plan includes three stages spanning over nine years. Centro Clima is the second PPP created by RCCP, after FUNDAECO, in Izabal, Guatemala in 2016. Even though Centro Clima is still technically being developed and the hiring of its core management team is pending, it was born in the region, for the region, and it constitutes an asset for CCAD. According to the Business Plan, Centro Clima was designed to expand into new areas of knowledge and applications.

The continuity of Coffee Cloud is subject to maintaining the collaborative relationship between the CRRH (Centro Clima host administrator) and Coffee Cloud (ANACAFE), requiring continued communication, trust, and coordination of efforts between coffee growers and technicians

While there is evidence of the use of climatological data at the regional level, but that the apps for Coffee and Fishery are ready, their sustainability depends on suitable inter-institutional arrangements as well as follow-up on app performance, acceptance, and evolution. The Team is only aware of CRRH'

RCCP has provided a diverse set of tools and methods for planning and decision making (ROAM, MRV, MAS, Consultation, Safeguards, SIS, and apps) useful for mitigating and adapting to climate change. There is a need for political will to continue using the tools, training, and socializing them among governmental officials, NGOs, and end users. Technical assistance can make this implementation and dissemination more effective. RCCP has contributed to the creation of Centro Clima (clearinghouse) through a public private partnership that is still in the consolidation process; its sustainability depends on stakeholders' willingness to pay for the service provided, which is a function of the usefulness of the apps to adapt to climate change in various economic sectors.

Local communities have had weak empowerment to address day-to-day and strategic planning using evidence of the status of their natural resources and the market environment to determine whether some interventions or innovations are economically viable. The communities still follow, almost blindly, the advice provided by "the experts" or agents that do not necessarily suggest options in the best interest of long-term benefits for land stewards.

It is likely that the CAFTADR component will continue to share expertise even in the absence of USAID's support.

5. RECOMMENDATIONS

The Program has less than a year before official termination on April 15, 2018. In the remaining time there is an opportunity to consolidate and bring closure to activities that are already yielding fruitful results. In the long run, USAID has the opportunity to gear its resources towards environmental areas that have a high impact because they are aligned with national and regional needs and priorities.

5.1 IMPACT

performance indicators. The training results by event should measure how knowledge and skills are acquired by individuals or institutions rather than simply a head count. Twice a year, the Program could meet and assess how the training is contributing to the application of knowledge, empowerment, and self-reliance among the beneficiaries, including high-level government positions, NGOs, extension personnel, and other natural resource managers and appusers.

The Program should value and allocate the time required for the socialization of tools as a

demonstrate the synergy of working together for common goals, such as resource conservation or diminishing internal and external migration.

CATIE should promote continuous training, technical assistance, and use of all the knowledge generated in the Program to develop the skills required in order to maintain the REDD+ programs. A notable example of this would be the transition from having a Sustainable Landscapes coordinator to not having one.

The Program should continue to promote and socialize types of stakeholders in the Safeguard Committees (central and local government, civil society, private sector, academia, indigenous groups, and women) to mitigate the risk of social and environmental impacts posed by climate change.

RCCP should organize and support Centro Clima in supervising and managing a virtual library of thematic documents, video clips, presentations, reports, scientific papers (circa 9 gigabytes). The library should be updated as contributing partners provide more information to the library. An angle that has yet to be developed is the inclusion of modules on the principles of managerial economics that are associated with the productivity of coffee or agroforestry systems, or in fisheries, and to encourage critical thinking among the users of smartphone applications.

The Program should identify synergies with other projects and programs in the region, and it should make systematic efforts for an “optimal” management of human and financial resources. Centro Clima should be a flagship that shares knowledge for the regional common good.

USAID/CAM should assign an exercise to facilitate/develop business plans for some activities carried out under the CAFTA-DR component (similar to Centro Clima in the Adaptation component).

6. PROGRAM MANAGEMENT & USE OF FINANCIAL RESOURCES

6.1 PROGRAM MANAGEMENT

The Evaluation SOW states that “In addition, the evaluation will serve to provide empirical evidence on management issues to support learning and continuous improvement in USAID’s regional environmental work in this activity and future ones. Although frequent RCCP staff changes were made at the lower levels, the consistency of the program’s upper level of management stayed essentially the same throughout the life of the project, with the exception of the Chief of Party position, which has numbered three (see Annex XI).

in
interviews

Paulaya, Honduras was \$78,807; in Lachuá, Alta Verapaz, Guatemala it was \$71,910, and the partnership with FUNDAECO in Cerro Sarl, Cobán, Guatemala was \$71,610.

ANNEXES

Annex I. Statement of Work

Annex II. Approved Evaluation Work Plan

Annex III. Meetings and Interviews Log

Annex IV. Power Point Presentation

Annex V. Quantitative Performance Indicators

Annex VI. Performance Indicators Tracking Table

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Annex IX. CATIE MS students

Annex X. Mechanism REDD+ in Central America

Annex XI. RCCP Coordination Team Composition

Annex XII. RCCP Use of financial resources