

**DRAFT****Annex 1****DRAFT CLEAN DEVELOPMENT MECHANISM
TWO-YEAR BUSINESS PLAN****2012–2013****(Version 01.0)****I. Vision and objectives**

1. The draft clean development mechanism (CDM) business plan lays out the priorities of the Executive Board (hereinafter referred to as the Board) in its supervision of the CDM and the work of its support structure during 2012 and 2013.
2. The vision as agreed by the Board is: *“Credible offset mechanism for a low greenhouse gas future promoting sustainable development”*.
3. In pursuing this vision for the CDM, the Board has identified two specific objectives to be achieved over the next two years. Each of these is supported in turn by sub-objectives which follow each of the two objectives:

Objective A. Greater efficiency and enhanced predictability in the operation of the CDM through simplification, improved objectivity and integrity, and compliance with sustainable timelines

(i) *Ensure operational capacity and improve efficiency in the operation of the CDM*

The Board shall continue to assess its processes and requirements with a view to reducing complexities and ensuring that all submissions related to project activities, accreditation and standards are processed within agreed timelines and in accordance with agreed standards and procedures. In particular, the Board shall ensure that the expected increase in registration and issuance requests towards the end of the first commitment period will be managed in line with established timelines;

(ii) *Improved objectivity, clarity and integrity in the CDM*

The Board shall strengthen the objectivity and clarity of requirements established for the CDM in a manner which ensures the environmental integrity of the mechanism and helps deliver on its promise for sustainable development;

(iii) *Enhanced transparency of the CDM*

The Board shall supervise the mechanism in a transparent and participatory manner, ensuring greater transparency regarding its work and its processing of submissions and continue to enhance the governance structure of the mechanism;

Objective B. Expansion of the reach and reputation of the CDM through outreach, further development of requirements, increased distribution of projects, and focused skills development

**DRAFT****(i) *Regional and sub-regional distribution and skills enhancement***

The Board shall take all actions within its authority to enhance the distribution of CDM projects, project types and programmes in those countries, regions and sub-regions currently underrepresented in the CDM. Activities shall also be undertaken to contribute to the skills enhancement of stakeholders;

(ii) *Enhanced promotion and further development of the mechanism*

The Board shall champion the CDM, ensuring an enhanced understanding among civil society, policymakers and market participants of its benefits and its contributions to both the mitigation of climate change and the sustainable development of communities and countries, and contribute to the policy debate and intergovernmental negotiations regarding the future of the CDM and the international climate regime.

4. This business plan incorporates requests made by the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP) at its seventh session. It elaborates further on each of the two objectives, and associated sub-objectives, detailed in paragraph 3 by providing information on the specific products that will be provided during the 24-month cycle associated with this plan. In line with the Board's desire to further enhance the effectiveness of its planning and implementation, supported by monitoring and appropriate adjustment, these products will be underpinned by project plans containing the related activities required to achieve them, including intermediate timelines and associated resources. These project plans provide an important input for the resource requirements contained in the associated CDM Management Plan (CDM-MAP) for 2012.

5. A critical component of the Board's work, as it enters the last year of the first commitment period, is to ensure that the CDM is "fit for the future". The Board has, since its beginnings in 2001, endeavoured at every step to ensure the environmental integrity of the emissions reductions and removals for which it issues certified emission reductions (CERs). The Board is committed to continuing with this crucial focus on its work but also understands the importance of strengthening the efficiency and effectiveness of the mechanism. This business plan therefore builds on and expands the ambitious agenda of the previous business plan, while utilizing, and capitalizing on, the strong engagement of the Board's support structure and all stakeholders active in the CDM. However, the Board recognizes that during the course of 2012 it will need to carefully review and adjust assumptions with regard to 2013 to take into account the advancements in the ongoing UNFCCC negotiation process and any implications for the CDM.

6. It is important to note that although various products are detailed in this business plan there are many other important and labour-intensive activities, such as the assessment of compliance with CDM requirements relating to project and entity submissions, which are required to support the ongoing work of the Board and the CDM. An overview of these core support activities is provided as Appendix 1. Further details on these activities, including the required resources and the management and oversight of the support structure for providing both the products and the supportive activities during the first year of this business plan, are to be found in the accompanying CDM-MAP for 2012.

7. It is important to note that in order to make the operation of the Board more executive, certain information will be provided in the future in the form of a quarterly report. The various items that such a quarterly report will cover are detailed in Appendix 2.

**DRAFT****II. Objectives and products**

8. This section elaborates each of the two identified objectives and associated sub-objectives in paragraph 3 (a) and (b) and provides information on associated work areas and products.

Objective A. Greater efficiency and enhanced predictability in the operation of the CDM through simplification, improved objectivity and integrity and compliance with sustainable timelines

A.(i) Ensure operational capacity and improve efficiency in the operation of the CDM

9. The Board shall continue to assess its processes and requirements with a view to reducing complexities and ensuring that all submissions related to project activities, accreditation and standards are processed within agreed timelines and in accordance with agreed standards and procedures. In particular, the Board shall ensure that the expected increase in registration and issuance requests towards the end of the first commitment period will be managed in line with established timelines.

10. The volume of requests, particularly for CER issuance requests, is predicted to continue to increase, especially towards the end of the first commitment period. Beyond the first commitment period, it is likely that requests for registration will then decline due to quantitative and qualitative restrictions on the use of CERs in European Union-Emission Trading System (EU-ETS). Estimates for 2013 are therefore still uncertain and subject to revision as more information is obtained during 2012. The amount of cases expected represents a significant challenge for the Board and its support structure which would need to ensure that the processing of submissions is conducted in a timely and efficient manner.

11. In 2010 a large backlog of requests for registration and issuance was cleared. This was achieved through re-focusing resources within the secretariat and engaging 25 external experts, who remain on call to help address future spikes in submissions. The Board will continue to identify innovative ways to ensure the adequacy of resources to process this anticipated caseload.

12. The case-related workload for registration of projects for the period covered by this plan is expected to increase further compared to 2011 levels and it is expected that about 25 cases will be reviewed at each Board meeting. The total number of requests for registration to be submitted in the 24-month period is forecast at 2,800. The Board's continued and sustained focus on improving the quality of submissions may result in an increase in the number of projects that are registered automatically.

13. The case-related workload for issuance of CERs for the period covered by this plan is expected to increase compared to 2011 levels and it is expected that about 10 cases will be reviewed at each Board meeting. The total number of requests for issuance to be submitted in the 24-month period is forecast at 4,200. The Board's continued and sustained focus on improving the quality of submissions is also expected to result in an increase in the number of issuances granted automatically.

14. On programme of activities (PoAs)-related standards, the assessment of the cross effect when applying multiple methodologies and the collection of feedback on the implementation of the PoA-related standards will be the main activities for this period. If required, the PoA-related standards will be revised to further improve their quality during 2013. For the sampling standard, best practice examples will be developed.

15. The table that follows describes those products under “*A (i) Ensure operational capacity and improve efficiency in the operation of the CDM*”, that will be considered by the Board. In order to understand their contribution to the fulfilment of the objectives, products are indicated in terms of specific areas of work.

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Area of work	Product
Risk-based approach for project submissions	Information note on statistical work - Issuance
	Operational processes - Issuance
	Operational procedures - Issuance
	Information note on statistical work - Registration
	Operational processes - Registration
	Operational procedures - Registration
Digitization of project information	Assessment of options
Registration and Issuance	Improved system to estimate the amount of submissions in the longer term
Programme of Activities (PoA) standards	Annexes to the sampling standard to provide best-practice examples
	Assessment report on cross effects when applying multiple methodologies to PoA and possible development of guidance
	Revised large-scale methodologies to include PoA provisions, prioritizing those frequently used
	Assessment report of stakeholder inputs and possible revision of PoA rules
PoAs	Rule for host Party identifier for the issuance of CERs for PoAs
Accreditation system	Analysis and proposals for further strengthening the accreditation system
	Revised CDM accreditation standard - Phase I Revision
	Revised CDM accreditation standard - Phase II revision
	Revised CDM accreditation procedure
	Revision of the procedure on performance monitoring of designated operational entities (DOEs)
Procedure on direct communication	System to publish the outcome of inputs received
Methodology development	Consolidated procedure for the methodology development/revision/clarification process
Guidelines on suppressed demand	Revised guidelines on suppressed demand
	Assessment report on the treatment of suppressed demand in approved methodologies
	Revised methodologies to address suppressed demand

**DRAFT*****A (ii) Improved objectivity, clarity and integrity in the CDM***

16. The Board shall strengthen the objectivity and clarity of requirements established for the CDM in a manner which ensures the environmental integrity of the mechanism and helps deliver on its promise for sustainable development.

17. The Board is committed to ensuring that the CERs issued under the CDM meet Parties' expectations for environmental integrity by continuously providing guidance and improving its rules. As the mechanism evolves, new challenges continue to emerge. The Board will prioritize action to ensure that its rules are clear, objective, and understandable for all stakeholders, noting that enhanced interaction with various stakeholder groups will remain a critical component in achieving success in this area. The Board will therefore conduct a comprehensive analysis of the value added by elements of its standards and procedures, with a view to determining whether simpler approaches could be applied to achieve the same result, where necessary by applying conservative default values or discount factors to ensure environmental integrity. The Board considers this to be a crucial further task in ensuring the long-term efficiency and attractiveness of the mechanism.

18. In 2011 the Board worked on improving the standards with which applicant entities (AEs) and DOEs are to comply. In particular, the Board approved some very important guidelines, standards and procedures that are key for CDM improvement. The guidelines for the development and assessment of sector-specific standardized baselines, procedures for the submission and consideration of standardized baselines, and several small-scale methodologies using default parameters for the determination of the baseline emissions are particularly important in this regard.

19. On standardized approaches, the business plan focuses on the broadening of the work on the introduction of default parameters in the CDM methodologies. This will help simplify the CDM methodologies and enhance their objectivity and usability while streamlining the project cycle and reducing its transaction cost.

20. The refinement and consolidation of the CDM's general requirements into three new cornerstone documents: a project standard for project participants, a validation and verification standard for DOEs, and a project cycle procedure, was a major achievement in 2011. Extensive work is now required to ensure that these new documents are successfully implemented.

21. The Board is aware that further simplification of the CDM requirements is still required. Further improvement in the clarity and objectivity of CDM requirements will remain a high priority for the Board for the next two years.

22. The table that follows describes those products under "*A (ii) Improved objectivity, clarity and integrity in the CDM*" that will be considered by the Board. In order to understand their contribution to the fulfilment of the objectives, products are indicated in terms of specific areas of work.

Area of work	Product
Implementation of the CDM Project Standard (PS), Validation and Verification Standard (VVS), and Project Cycle Procedure (PCP)	Revised, new and consolidated documents
	Staged withdrawal of various standards, procedures, guidelines and forms

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Area of work	Product
Standardized forms and guidelines for completing validation and verification reports	Standardized forms and guidelines for the validation and verification of project activities, Programme of Activities (PoAs) and CDM Programme of Activities (CPAs)
Baseline of a measure	Guidelines for the determination of the baseline of a measure
Additionality of small-scale project activities	Revised guidelines on demonstration of additionality of microscale project activities
	Revised attachment A of appendix B of simplified modalities and procedures for small-scale CDM project activities
Top-down large-scale methodologies using standardized approaches	Country-specific Emission Factor (EF) for off-grid regions
	Methodology using standardized approaches for energy efficiency in buildings
Top-down small-scale methodologies using standardized approaches	Methodologies using standardized approaches on rural energy supply (non-renewable biomass)
	Methodologies using standardized approaches on rural energy supply (biogas)
	Methodologies using standardized approaches on agriculture
	Methodologies using standardized approaches on transport
Top-down small-scale methodologies revisions and small-scale standards	Methodology on efficient pumping and/or irrigation
	Methodology on energy efficiency measures in buildings
	Methodology on solar cooking applications for households
	Methodology on energy-efficient lighting in commercial buildings
	Revised standard AMS-II.C demand-side energy efficiency
	Revised standard AMS-III.AJ recycling and recovery of materials from MSW
	Revised standard AMS III.AE energy efficiency and renewable energy measures in residential buildings
	Revised standard AMS-II.E Energy efficiency and fuel switching measures for buildings
Plant Load Factors (PLFs) for wind power projects	Assessment of appropriate determination of PLFs for wind power projects
	Comparative analysis between initial PLFs and actual PLFs in registered wind power projects
Materiality	Guidance for DOEs on materiality

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Area of work	Product
Accounting for uncertainties in measurement in methodologies	Amended Project Standard (PS) and Validation and Verification Standard (VVS) or separate standard on uncertainties of measurements
Guidelines on first-of-its-kind and the assessment of common practice	Revised methodological tool “Combined tool to identify the baseline scenario and demonstrate additionality”
	Information note for the Board
	Revised tool for “Demonstration and assessment of additionality” and “Combined tool to identify the baseline scenario and demonstrate additionality”
Withdrawal and suspension of letters of approval	Assessment report
	Revised Project Cycle Procedure
Procedures to address significant deficiencies	Study report
	Roundtable consultation
	Revised draft procedure

A.(iii) Enhanced transparency of the CDM

23. The Board shall supervise the mechanism in a transparent and participatory manner, ensuring greater transparency regarding its work and its processing of submissions and enhancing the governance structure of the mechanism.

24. Transparency of information and appropriate and continual involvement of stakeholders are key features of the CDM and are among the main factors that have contributed to its success. Much progress has recently been made in opening the CDM to greater stakeholder participation. The Board has now identified the need for further measures to ensure greater involvement of stakeholders while increasing its own interaction with other offset and crediting programmes. Such interventions will facilitate the sharing of experience while learning from the operational and institutional approaches of others.

25. The continued interaction of the Board with DOEs together with direct interaction between the secretariat and project participants will allow for ongoing evaluation of the needs of these two important groups of stakeholders. It will also provide periodic opportunities to adjust the Board and secretariat workloads and priorities as and when required. This obviously assumes that project participants and DOEs are keen to understand and will then strive to comply with the requirements of the CDM as these evolve.

26. The table that follows describes those products under “*A.(iii) Enhanced transparency of the CDM*” that will be considered by the Board. In order to understand their contribution to the fulfilment of the objectives, products are indicated in terms of specific areas of work.

Area of work	Product
Improvement of CDM	Revision to CDM Executive Board Decision Framework

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documentation	
Sustainability benefits of the CDM	Analysis and proposal for voluntary measures to highlight the co-benefits of CDM projects and PoAs
	Draft regulatory documents on voluntary measures to highlight the co-benefits of CDM projects and PoAs
Governance management related to the CDM Executive Board	2012 work programme of the Board
	Increased use of electronic means for the Board to take decisions and receive information
	Measures to accelerate consensus-building
	Management of the regulatory framework
	Review of the Board's code of conduct

Objective B. Expansion of the reach and reputation of the CDM mechanism through outreach, further development of requirements, increased distribution of projects, and focused skills development

B. (i) Regional and sub-regional distribution and skills enhancement

27. The Board shall take all actions within its authority to enhance the distribution of CDM projects, project types and programmes in those countries, regions and sub-regions currently underrepresented in the CDM. Activities shall also be undertaken to contribute to the skills enhancement of stakeholders.

28. The distribution of CDM projects has been an issue for Parties to the CMP since its first session. Successive CMP decisions have provided valuable guidance and tools to allow the Board to address this issue. The Board in turn has initiated several activities to promote the equitable regional and sub-regional distribution of CDM project activities. These include, inter alia, the establishment of a loan scheme, the development and improvement of methodologies and tools that are particularly suitable in underrepresented areas, and support of Designated National Authorities (DNAs) through the DNA forum and targeted training.

29. As part of ongoing work to enhance the geographical reach of the CDM, the Board will continue to concentrate its efforts on those practical activities under its control that can produce tangible results for specific groups of recipients. The secretariat, on behalf of the Board, has significantly enhanced its interaction with DNA representatives to ensure a broader involvement in the mechanisms. The secretariat will continue with the training initiative for DNAs commenced under the previous plan. The next phase of the training programme will continue with the case study approach focusing on standardized baselines and PoAs.

30. On behalf of the Board, the secretariat has commenced a “help-desk” initiative to identify and, where possible, assist in removing barriers for proposed CDM project activities in countries with fewer than 10 registered CDM project activities. Specifically in the area of PoAs, the secretariat will be tasked to continue to intervene directly with all programmes undergoing validation in Africa and non-African least developed countries to ensure that the latest requirements of the Board are understood by the coordinating/managing entities.

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31. The process required to identify an agency to implement a loan scheme, agreed at the sixth session of the CMP, to support the preparation of project design documents in underrepresented countries, is near to finalization. This project will now move to implementation.

32. The Board and its support structure will also conclude on work such as: the creation of standardized templates for validation and verification reports and the digitization of project information; providing reports on the potential for CDM project development in underrepresented regions, including profiles of greenhouse gas emission and reduction potentials in non-Annex I countries; and a targeted action plan for outreach and capacity-building.

The table that follows describes those products under “*B(i) Regional and sub-regional distribution and skills enhancement*” that will be considered by the Board. In order to understand their contribution to the fulfilment of the objectives, products are indicated in terms of specific areas of work.

Area of work	Product
Coordination of activities related to regional distribution	Nairobi Framework workplan
	Report to the Board on secretariat activities
	Outline workplan for future secretariat activities
Loan scheme	Finalized Memorandum of Understanding with UNOPS
	Procedure for interaction with the implementing agency
	Report on implementation

B. (ii) Enhanced promotion and further development of the mechanism

33. The Board shall champion the CDM, ensuring an enhanced understanding among civil society, policymakers and market participants of its benefits and its contributions to both the mitigation of climate change and the sustainable development of communities and countries, and contribute to the policy debate and intergovernmental negotiations regarding the future of the CDM and the international climate regime.

34. The Board recognizes the importance of promoting greater awareness and understanding of the CDM. The Board will therefore continue to enhance awareness among stakeholders and policymakers of the benefits of the CDM, specifically its contribution to climate change mitigation and sustainable development.

35. The Board, via the secretariat, will continue to work with DNAs through projects such as the DNA Communicators of the Year Showcase to help them disseminate information on the CDM; with project participants through the CDM Changing Lives Photo and Video Contest; with industry associations through participation in carbon market events; and with private sector communicators through projects such as the Radio for Africa contest and Broadcasters Club.

36. An important part of the Board’s communication and outreach work is focused on enhancing its media outreach. Press highlights will continue to be issued after each Board meeting and the Chair of the

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Board, in his/her role as the principal spokesperson of the Board, will be encouraged to be readily accessible to members of the press.

37. The table that follows describes those products under “*B (ii) Enhanced promotion and further development of the mechanism*” that will be considered by the Board. In order to understand their contribution to the fulfilment of the objectives, products are indicated in terms of specific areas of work.

Area of work	Product
Market information portal	Market information portal
Standardized Baselines	Annex to the guidelines defining options for the setting and approval of values of the relevant thresholds and analysis of the implications of these options for the sectors covered
	Annex to the guidelines defining vintage of the relevant data and frequency of update of the relevant parameters
	Guidelines and/or software for the determination of sector-wide baseline emission factors in consultation with practitioners including industrial associations
	Proposal on managing data on cost of technologies for selected sectors
	Testing of the guidelines in some sectors in collaboration with relevant practitioners and other standard-setting bodies
	Revised guidelines based on lessons learned from their application
	Guidelines with expanded applicability to afforestation and reforestation projects
	Guidelines with expanded applicability to transport sector projects
	QA/QC guidelines for the quality assessment of the data required to develop the standardized baselines
	Modalities for support to countries with fewer than 10 CDM projects in the realization of the assessment report of standardized baselines
	Procedure for the development and assessment of CDM projects using standardized baselines: revised PCP (Project Cycle Procedure (PCP), Project Standard (PS), Validation and Verification Standard (VVS), checklists, forms and other secondary regulatory documents
CDM Policy Dialogue	Meetings and events
	Input-output studies
	Final report

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Area of work	Product
Assessment of the benefits of CDM	Report on “Benefits of the CDM: 2012” and analysis for the “CDM Policy Dialogue”
Stakeholder consultation processes	Information note on options for improvements in the stakeholder consultation processes
	Revised standards and/or guidelines
Carbon capture and storage (CCS)	Procedures for proposed new methodologies for CCS projects
	Revised Terms of reference (TORs) for the CDM support structure
	Template and guidelines for a CDM-CCS-PDD
	Procedures for requests for revision of methodologies for CCS projects
	Revised accreditation standard
	New CCS project standard or amended project standard
	New CCS Validation and Verification Standard (VVS) or amended VVS
	Amended project cycle procedure (PCP)
	Amended forms for project registration
	Amended procedures for requests for clarification
	Amended procedures for deviations
	Revision of the Glossary of CDM terms
	Amended CDM registry and ITL

III. Critical Success Factors

38. The *first critical success factor* is that the Board increasingly manages its large policy and case workload in a more executive manner and that it dedicates increased time at future meetings to policy and procedural matters that drive systemic improvement in the mechanism.

39. The *second critical success factor* is that the Board will schedule periodic reviews of its own ongoing performance as a Board to identify areas for improvement. Linked to this is the need for the Board to periodically review the status of implementation of its business plan to allow it to make mid-course corrections of priorities if and as required.

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40. The *third critical success factor* is that the Board support structure has the required capacity and capability to deliver all required inputs of the necessary quality, and on schedule, so as to allow the Board to confidently make appropriate decisions in an efficient manner.

41. The *fourth critical success factor* is the availability and use of sufficient numbers of appropriately competent, external experts for use in addressing the expected periodic peaks in demand for registration and especially issuance-related case work to ensure that agreed timelines are continuously met.

42. The *fifth critical success factor* is that DOE performance will improve as data is made available to them accompanied by the necessary sanctions or incentives that are required to improve compliance with CDM requirements and reduce the time wasted by the Board and its support structure on poor quality submissions.

43. In order to manage the risks associated with these critical success factors it is essential that the Board periodically plan a review of its own performance and that of its support structure. The creation of appropriate monitoring systems within the secretariat has already allowed the production of dedicated and regular reports regarding human and financial resources and DOE performance. These systems will continue to be strengthened so that the enhanced reports generated as a result can assist the Board in ensuring that the risks associated with each of the critical success factors are appropriately managed in future.

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History of the document

Version	Date	Nature of revision
02.0	EB 66, Annex # 02 March 2012	Inclusion of the year 2013, resulting in changes to the vision statement, objectives and related deliverables.
01.1	25 February 2011	Correct figure for total number of issuance cases in paragraph 10.
01	EB 59, Annex 16 18 February 2011	Initial adoption.
Decision Class: Operational Document Type: Information Note Business Function: Governance		

**DRAFT****Appendix 1****Core support to CDM**

As already mentioned in paragraph 6 of the business plan, the table that follows indicates the activities that are required to support the ongoing work of the Executive Board and the CDM.

Assessment of compliance with CDM requirements relating to project and entity submissions
Consolidation of the 2013 budget and quarterly reporting
Coordination of communication and outreach
Coordination of UNFCCC secretariat activities related to regional distribution
Courses and learning interventions delivered and evaluated according to portfolio
Development and approval of the 2013 MAP and Executive Board two-year business plan
Effective implementation of procedures on consideration of Proposed New Methodology (PNM), including request for revision and clarification
Efficient operation of records management system
Facilitating defined interactions between the Board, the secretariat and stakeholders
Implementing DOE performance monitoring system
Maintenance of data, design and delivery of public CDM information through a central data portal
Maintenance of the CDM registry and data systems
Managerial and SDM-wide costs
Activities to facilitate harmonizing new markets and mechanisms with CDM
Providing ongoing financial and HR support according to best practice.
Supporting the activities of the DOE Forum
Supporting the efficient operation of the Board
Supporting the efficient operations of panels and working groups

**DRAFT****Appendix 2****Information provided to the Board through a quarterly report**

The quarterly reports will include information about the following items:

<i>A (i) Ensure operational capacity and improve efficiency in the operation of the CDM</i>
New business intelligence system: status of implementation
New SDM information system: status of implementation
Learning Management System (LMS): status of configuration and implementation
LMS: Implementation of extended learning functionalities
DOE calibration workshops (Asia and Latin America) - workshop report

<i>A.(iii) Enhanced transparency of the CDM</i>
The implementation of the Board's business plan
Meeting reports and documentation: internal formatting standard
Meeting reports and documentation: internal editorial standard
Meeting reports and documentation: document formatting templates
Training programme for drafters and formatters of regulatory documentation

<i>B(i) Regional and sub-regional distribution and skills enhancement</i>
Training of DNAs on new rules and regulations of the Board
Assistance to DNAs in development of standardized baselines and submission of microscale technologies for automatic additionality
Internal operating procedure for the help desk
Initial implementation of the procedure and delivery of responses
Report with the summary results

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<i>B. (ii) Enhanced promotion and further development of the mechanism</i>
Enhanced media outreach
Activities to engage project participants in the promotion of the CDM
Activities to engage DNAs in the promotion of the CDM
Activities to proactively engage with and inform NGO, research and academic stakeholders
Quarterly carbon market reports
Policies and markets analysis process