



MID-TERM REVIEW REPORT

TRI Global Learning, Finance and Partnerships Project -GEF 9522



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I. GENERAL INFORMATION

Project Information	
IUCN Project ID	P02339
GEF ID	9522
Title	Global Learning, Finance, and Partnerships project under TRI
Country(ies)	Global; Supporting national child projects in Cameroon; CAR; China; DRC; Guinea Bissau; Kenya; Myanmar; Pakistan; STP; Tanzania:
Regional Programme	
Global Thematic Programme	Forest Conservation Programme
Joint Agency (if relevant)	IUCN, FAO, UN Environment
Executing Agency(ies)	IUCN Forest Conservation Programme, FAO FLR Mechanism (FLRM), UN Environment Finance Initiative
Project Type	Full-Sized Project

Key Financing Amounts	
PPG Amount	\$150,000 USD
GEF Grant Amount	\$3,519,725 USD
Co-Financing	\$3,900,000 USD

Key Project Dates	
PIF Approval Date	July 11, 2016
CEO Endorsement Date	April 6, 2018
Project Document Signature Date (Project start date)	May 2, 2018
Date of Inception workshop (Project launch)	September 19 & 21, 2018
Expected date of mid-term review	December 2020
Actual date of mid-term review	March 2022
Expected date of Terminal Evaluation	June 2023
Original planned closing date	May 30, 2023
Revised Planned closing date	

II. Executive Summary

The Global Learning, Finance and Partnerships project under TRI (the Global Child) is responsible for overall Program coordination to strengthen overall delivery of The Restoration Initiative (TRI) by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to 11 TRI country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives. The Restoration Initiative (TRI) unites 10 countries, three GEF agencies, 12 different project teams, and numerous support staff and external partners together to overcome existing barriers to restoration and restore degraded landscapes. The Global Child plays an essential role in ensuring that the TRI Program delivers enhanced programmatic benefits, providing many of the supports that facilitate enhanced learning, partnership, technical support and tools through a single project-based delivery system that captures efficiencies of scale. The MTE addresses: (a) the Project's justification, strategy and design; (b) the Project's progress towards expected results; and (c) Project implementation and adaptive management; (d) cross-cutting issues including gender and stakeholder engagement and (e) sustainability. This report aims to provide GEF Agencies and partners with a systematic account of the project's performance and indicates corrective actions to ensure that the project will achieve maximum results by its completion.

The Project is a GEF, full-sized project, which started in May 2018 and is expected to close in June 2023. The Global Child project budget is \$3,519,725 U.S. with planned co-financing of \$3,900,000 U.S. for a total project budget of \$7,419,725 U.S.

The following report is the product of an independent technical and financial Mid-term Evaluation (MTE) of the Global Learning, Finance and Partnerships project under TRI (the Global Child) in adherence to GEF requirements¹.

I. Overview and key achievements to date

The evaluation concludes that the Project and Design is *Relevant* to the GEF SFM focal area as well as supporting the agendas of IUCN, FAO, and UNEP, the implementing agencies (IAs), and national priorities. The agencies chosen as thematic leaders of the Project's four components are experts in their areas, brought strong regional resources, and added value to the Program's 11 Child Projects through the development of tools and methods and to the Project's components under their management. IUCN leads project oversight, monitoring and evaluation functions for the TRI Global Child Project and the respective IAs provide oversight to the Child Projects through their individual mechanisms. The TRI Program is Coordination of provided at the Program-level through a Program Advisory Committee (PAC) and for the TRI Global Project through a Project Steering Committee (PSC). IUCN coordinates the TRI Global Project through a Global Coordination Unit (GCU). Although there are no major shortcomings in the Project's monitoring and evaluation function, the process is considered moderately successful with recommendations provided to improve the Project's indicators to better tell the story of the project and

¹ Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_01_Policy_on_Monitoring.pdf; accessed 20 March 2022.

to better document the decision-making process at the project-level and recommends corrections in documenting project activities (GCU), in improving indicators. A project extension is also recommended. The tripartite partnership arrangement is successful in engaging the many advantages of the IAs and in providing mutual support in the implementation of the Project's components.

Component 1 is oriented to the management of the Program and of the Global Child project. The IUCN houses the GCU and established the PAC. The PSC and the GCU have developed a communications strategy and provides advocacy at the global level for FLR. The component has achieved 75% of its targets and is executing the outputs as expected. Regardless, the attached report indicates opportunities for the Project to improve management mostly at the Project-level. The GCU needs to better document interactions with the PCS, define a Partnership strategy, update a communications strategy and complete an upgrade to a dedicated web portal. It is also necessary to overcome some design flaws by better distinguishing between Program and Project monitoring and evaluation activities. In addition, it is necessary to improve management systems. The partnership arrangement between three implementing agencies is proving to be effective amplifying the benefits of each in their respective project components. Overall, the component is expected to meet expectations by the end of the project.

Component 2 is managed by the FAO with activities in knowledge management and training and seeking to disseminate knowledge to Project stakeholders. This report indicates impressive results in reaching a wide audience and in compiling and promoting learning on FLR from several perspectives. The cornerstone of the component is an annual in-person exchange coordinated with the TRI partners, which, due to COVID-19 was shifted to digital means. The event, along with the collection of new information from the participating partners with the collection of new information from the participating partners, IAs and global sources support FAOs efforts to create an important digital anchor-point for technical information, webinars and training on FLR. The vast digital resources available from within the IAs and multiple communities-of-practice have served as springboards for other IAs in the development of financing and policy outcomes. FAO's special interest in the production aspects of FLR enables them to support all partners and Child Projects in promoting their content through digital media. The forum, D-groups, was widely appreciated by key informants and effective in fomenting knowledge acquisition in combination with digital resources available from the other participating Implementing agencies. The component has achieved 129% of its midterm targets and with a 61% of end-of-project achieved with a high likelihood of completion by the Terminal Evaluation.

Under Component 3, UNEP Finance (UNEP FI) is the Executing Agency (EA) developing several initiatives to increase capacities and mobilize resources to support sustainable financing of FLR. The first is the Enabling Investments Rapid Diagnostic Tool and training to enable Child Projects to identify investments and later engage in partnerships to finance FLR. The *Restoration Factory* assists the National Child Projects to explore and discover "bankable" projects and to develop productive partnerships for investment. After a delayed startup phase, UNEP FI completed 60% of the activities programmed for the MTE juncture and achieved 45% of Component outcomes. COVID, like other components, interrupted in-person delivery of the Restoration Factory. In addition, the results of a first cohort of actors revealed capacity issues. At MTE, UNEP FI was adapting the product for redeployment. Other commodity-based programs with UNEP FI participation have demonstrated the importance of identifying bankable opportunities as a critical driver in upscaling efforts to counter forest loss in High Conservation Value Forests and landscapes. Evaluators urge the IAs to redefine the targets for this component and focus on perfecting the tools for large/scale deployment.

Component 4 seeks an in-country enabling environment and increased national and sub-national commitments to FLR. Specifically, the Outcome is supportive of national and sub-national policy frameworks for restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest amongst others. IUCN has produced and disseminated FLR case studies and policy briefs. An FLR campaign was supported by developing Policy Influencing Plans (PIPs) in 5 Child projects which were highly regarded for reaching national decision-makers. The component also supports the capacity to assess and monitor biodiversity impacts from restoration through the site-testing of new tools and guidelines, such as the Species Threat Abatement and Recovery (STAR) methodology and the TerraView tool for mapping FLR-relevant changes to project sites were developed. Due to COVID restrictions, site validations were not possible delaying the process, which has since returned to expected levels. As with the PIPs, the combination of methods, tools, and training is greatly appreciated at the national level for both policy support and for the learning provided. Due to the mentioned backlog of site-related activities, the component has yielded a “moderately satisfactory” rating. With 67% of the outputs completed the component is now on-track for successful completion by the end of the project.

After a long-delayed start-up and COVID-19, the project has achieved 83% of its targets and is given an Effectiveness rating of “Satisfactory.” With the recommendations presented in this report, the Project will be on-track to complete its targets by the end-of-project. Evaluators recommend extending the project to better develop this much needed component.

In terms of **Efficiency**, all components were executed efficiently producing outputs within or below than budgeted resources. With 67% of the project’s resources deployed, the project has a **Satisfactory** efficiency ranking and is on track to a full execution by EOP.

The following report also reviews the Project’s attention to cross-cutting areas, such as a dedicated grievance mechanism, stakeholder engagement, gender, etc. The IAs have discussed these issues in several international workshops and are compliant in all areas. Recommendations indicate improvements in reporting on these issues as an opportunity for the GCU to pool the lessons learned from the core areas into knowledge products for wider discussion within TRI.

The Project’s sustainability ranking is “Moderately Likely” to sustain the Project functions beyond the life of the project. The work on sustainable financing within component 3 and the institutional and social products being developed under component 4 should help raise the score into the Likely range by the EOP.

Evaluation Ratings Summary

Rankings are justified in the Findings [Section C](#) of this document. Below, Table 1 presents the Summary Evaluation ratings. The Overall evaluation rated as “Satisfactory” and the quality of activities for coordination, communication, and reporting has been “MS” in general. The results of the project are “Moderately Likely” to be sustained. The codes and ranking system are described in [Annex 1](#).

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	MS=4
M&E Plan Implementation	MS=4
Overall Quality of M&E	MS=4
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of IUCN Implementation/Oversight	S=5
Quality of Implementing Partner Execution	S=5
Overall quality of Implementation/Execution	S=5
3. Assessment of Outcomes	Rating
Relevance	HS=6
Effectiveness	S=5
Efficiency	S=5
Overall Project Outcome Rating	S=5
4. Sustainability	Rating
Financial sustainability	ML=3
Socio-political sustainability	L=4
Institutional framework and governance sustainability	L=4
Environmental sustainability	L=4
Overall Likelihood of Sustainability	ML=3

Table 1. Summary MTR Ratings. See [Annex 1](#) for ratings scales.

In addition to Section C, Sections D (Sustainability) and E (Progress to Impact) provide detailed analysis supporting the Conclusions and Recommendations presented in Section F. Each section of the document provides links to the corresponding annexes. Table 2 below summarizes the detailed Recommendations based on the Conclusions presented in [Section F](#).

Rec #	MTE Recommendation	Entity Responsible	Time frame
A	Project Strategy and Design		
A.1.	Do a workshop or a review process to adjust/align the Project's indicators, MOVs, targets as suggested in Table 3. Define targets based on realistic expectations. Assure the alignment between the targets, MOVs and indicators and between indicators and results. Include process indicators for social processes and for management effectiveness. Update barriers and risks to management of the TRI Program.	GCU, PSC	2 months
A.1	Future network projects are advised to have a dedicated and full time GCU with representation in the child projects	GEF	NA
B	Progress Towards Results		
B.1.	Outcome 1.1. Complete the Partnership Strategy. Consider the specific role of each institution in in generating program-level benefits for FLR. Consider incorporating the strategy into the Stakeholder engagement plan, which also needs to be completed. The MTE Response should address this issue.	GCU, PSC	3 Months

B.2.	Outcome 1.2. Review the Project's M&E Plan. Remove any overlap from the Project's Results Framework. See Table 3. Consider a best-practice from other platform-type projects that track adaptations from one year to the next in a log on a quarterly or semester basis and report of discuss these in the PSC meetings.	IUCN, GCU, IAs, PSC	3 Months
B.3.	Outcome 3.2. Evaluators urge the IAs to redefine Outcome 3.2 indicator and forego the requirement to book a partnership. Instead, it would be more productive to continue to develop and successfully deploy the Restoration Factory and the program for entrepreneurs in an increased number of landscapes and countries that could enable further refinement of the tool. This action would also enable a more realistic ranking of the good work and time invested.	UNEP FI, GCU, PSC	3 Months
B.4.	Component 3 is critical to the future upscaling FLR that evaluators indicate that the project should consider a costed extension to adequately develop and field test this concept. Calculate the costs and rally co-financing and consider negotiating options for a GEF financed extension. In addition, the GCU would be supporting the suite of child projects. This aspect is analyzed below in the sustainability section. In addition, the GCU should extend to match the extensions of the Child Projects.	IUCN, FAO, UNEP, GEF	ASAP
C	Project implementation & Execution Modality		
C.1.	The PSC and GCU can consider switching PACs' meetings to an all-digital format. This will provide access to as many interested Child Project authorities and GEF focal points as observers (no voice, no vote) as possible as well as interested sector-related observers. A digital format can also facilitate suggestions via chat, the publishing and sharing of the meeting video and support materials, and transcription for translation into the child project languages. This will also lower the carbon footprint of the Program.	PSC, GCU, PAC	6 months
C.2.	The PAC members, especially external members from FLR allied organizations, can be strategically identified e.g., the Bonn Challenge, Decade, Universities, Research institutions, industry representatives or others as members and recruited to support the scope of work of the TRI, which should be revised to increase opportunities, and the promotion of TRI. This could add value to a TRI partnership strategy and support its sustainability.	PSC, GCU, PAC	6 Months
C.3	(7) Analyze the possibility of ensuring a full-time Project Coordinator to take action on the recommendations and suggestions presented. The GCU must improve the documentation of key meetings and decisions within the PSC. Establish the process laid out in the project document as follows: (a) yearly Project workplans that are and approved collaboratively between IAs within the PSC. It is not necessary to develop them together, they should be discussed and approved.	IUCN, FAO, UNEP, PSC.	ASAP

	<p>(b) Revisit the workplan quarterly or a semester basis to review progress. This does not need to be an extensive review, rather than a check-off of the progress towards completion of the outputs and results of any MOV activities towards indicators. An annual process is too long to facilitate adaptive management. This process should also review risks and opportunities to the Project's implementation.</p> <p>(c) an end-of-year review of the Child Project's achievements. These do not have to be extensive and can inform the development of the PIR for GEF.</p> <p>(d) a collaborative approval of the PIR or PIRs and approval of the workplan for the following year.</p> <p>(e) (e) document the minutes or act for the file.</p>		
C.4.	Establish and maintain an audit trail to facilitate IAs and the TE. Establish a sharepoint for sharing of key documents and basic rules (which docs to share, time, etc.) Also establish a private communications channel in teams or other network.	GCU	ASAP
C.5.	It is recommended that the GCU look beyond the indicators and think strategically about how to capture the synergies and tell the story of the program.	GCU, PSC	6 months
C.6.	Develop a collaborative relationship between the GCU and the Child Projects. Respond to the need to have an international facilitator(s) looking for opportunities for development of new projects and staff. This requires developing deeper personal relationships than already exist. This type of action will also support the sustainability of the TRI Program	GCU	ASAP
D	Risk Management		
D.1.	<p>a) Keep and update a Risk Register on an annual basis.</p> <p>b) Report Risks on a semi-annual basis (in the Project Progress Report) to be shared with the PSC</p> <p>c) Close those risks that are no longer relevant and update management measures in order to monitor the ongoing activities and ensure that they are being effective to mitigate the related risk.</p> <p>d) When a management response is triggered, the Project Team should register the response in an Adaptive Management Practices Log to keep track of all the risks, concerns, and opportunities. The adaptive management practices logged could relate to issues like coordination, revision of project log frames, reallocation of funds and, especially, the creation of new mechanisms and strategies to achieve targeted improvements.</p>	GCU	3 Months
G	Social and Environmental Safeguards		
G.1	A rescreening should be done every year to avoid effects related to changing conditions	PSC, IAs	3 months
H	Sustainability		
H1	Given the advanced budget execution of the project, the remaining budget will not sustain a no-cost extension. Therefore, a costed one-year extension is indicated. IUCN and the IAs are urged to maintain a dialogue with GEF to investigate the possibilities of financing an extended year and work with their	GCU, PSC, GEF	Urgent

	respective management to leverage co-financing in support of an extended management period.		
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Table 2. Summary MTE Recommendations

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LIST OF ABBREVIATIONS AND ACRONYMS

AAE	Asesoramiento Ambiental Estratégico
AWP	Annual Work Plan
CBD	Convention on Biological Diversity
CoP	Community of Practice
FAO	Food and Agricultural Organization of the United Nations
FLR	Forest landscape restoration
FLRM	Forest and Landscape Restoration Mechanism
GCU	TRI Global Coordination Unit
GEF	Global Environment Facility
GHG	Greenhouse Gas
GPFLR	Global Partnership on Forest and Landscape Restoration
IUCN	International Union for Conservation of Nature
KBP	Knowledge Base Platform
KBNP	Kahuzi-Beiga National Park
KII	Key Informant Interview
KM	Knowledge Management
LDN	Land Degradation Neutrality
M&E	Monitoring & Evaluation
NbS	Nature base Solutions
NCP	TRI National Child Project
PAC	TRI Program Advisory Committee
PFD	Program Framework Document
PIR	Project Implementation Report
PMIS	GEF Project Management Information System
PPG	Project Preparation Grant
PPR	Project Progress Report
PSC	Project Steering Committee
SLM	Sustainable land management
STAR	Species Threat Abatement and Recovery
ToC	Theory of Change
ToR	Terms of Reference

UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UN Environment	United Nations Environment Programme
WFC	World Forestry Congress

A. PROJECT DESCRIPTION

The following segments summarize the development context as presented in the approved project documents.

A.1 The Development Context

Healthy and productive landscapes, ranging from forests and wetlands to pastoral and agricultural lands, support livelihoods and economies, provide essential ecosystem services,² providing over 99% of the food (calories) and water consumed,³ and provide vegetable-based fuels, building materials and medicines. Healthy landscapes regulate climate, store carbon, and provide natural protection against climate related perturbations and effects.⁴ Healthy landscapes provide habitat for the world's terrestrial biodiversity with more than 75% found in forests.⁵

These resources are impacted by inappropriate land use, destructive production practices, exploding population growth, and climate change effects. One-quarter of the world's land area is either highly degraded⁶ or undergoing high rates of degradation,⁷ with two-thirds of African lands already degraded to some degree.⁸ The highest rates of loss are in tropical countries, where 7 million hectares of forest were lost yearly between 2000 and 2010.⁹ An estimated 10 million hectares of cropland worldwide are abandoned each year due to lack of productivity caused by soil erosion.¹⁰ Losses of arable land are occurring at an estimated 30 to 35 times the historical rate of loss¹¹. These stressors will be exacerbated climate change effects. Estimates indicate that by the 2050's, half of all agricultural land in Latin America will be subject to climate change related¹² desertification intensifying impacts from increased demands on land resources. To feed an anticipated population of 9 billion by 2050, agricultural production must increase by 70% globally and 100% in developing countries.¹³

² Provisioning, Regulating, Sustaining, and Cultural & Scientific.

³ Pimentel, D. (2006). *Soil Erosion: A food and environmental threat*. Environment, Development and Sustainability 8: 199-137.

⁴ floods, landslides and avalanches, droughts, dust and sandstorms amongst others.

⁵ FAO (2016). *State of the World's Forests*. Food and Agriculture Organization of the United Nations, Rome, Italy.

⁶ Here, we define "land degradation" as the long-term loss of land ecosystem functions and services, following Vogt et al. 2011.

Monitoring and assessment of land degradation and desertification: Towards new conceptual and integrated approaches. Land Degradation & Development, 22, 150–165.

⁷ FAO (2011). *The state of the world's land and water resources for food and agriculture (SOLAW) – Managing systems at risk*. Food and Agriculture Organization of the United Nations, Rome, Italy.

⁸ United Nations Economic and Social Council, Economic Commission for Africa (2007). *Africa Review Report on Drought and Desertification in Africa*. Online at http://www.un.org/esa/sustdev/csd/csd16/rim/eca_bg3.pdf

⁹ FAO (2016). *State of the World's Forests*. Food and Agriculture Organization of the United Nations, Rome, Italy. Figure refers to net forest loss.

¹⁰ Pimentel, D., and Burgess, M. (2013). *Soil Erosion Threatens Food Production*. Agriculture 2013, 3(3), 443-463.

¹¹ UNCCD (2011). *Land and soil in the context of a green economy for sustainable development, food security and poverty eradication*. Submission of the UNCCD Secretariat to the Preparatory Process for the Rio+ 20 Conference Revised Version 18 November 2011. Online at: <http://www.unccd.int/Lists/SiteDocumentLibrary/Publications/Rio%20%20pages%20english.pdf>

¹² IFAD (2010) *Desertification*, p.2, <http://www.wmo.int/youth/sites/default/files/field/media/library/idad-desertification.pdf>

¹³ FAO (2011). *The State of the World's Land and Water Resources for Food and Agriculture. Managing systems at risk*. Food and Agriculture Organization of the United Nations, Rome, Italy.

Forest Landscape Restoration (FLR)¹⁴ is a process aimed to restore ecological functionality and enhance human well-being across deforested or degraded landscapes. Restorative techniques such as, conservation agriculture,¹⁵ improved crop varieties, climate-smart agriculture,¹⁶ agroforestry, tree planting, improved silvicultural practices, assisted natural regeneration, etc., are effective at reducing and reversing degradation of cropland, rangeland, forest, and wetlands while increase positive impacts such as carbon sequestration and storage.¹⁷ Properly planned and managed restoration can decrease the demand for agricultural expansion by recovering production of degraded agricultural lands and enabling improvements in production from those lands.¹⁸ Hence, FLR can provide a means for managing conflicting land conservation goals and support low-carbon development pathways.

The Global Partnership on Forest and Landscape Restoration (GPFLR)¹⁹ identified opportunities for FLR²⁰ on over 2 billion hectares of deforested and degraded landscapes worldwide – an area larger than South America. Nearly 40% of all degraded land is considered as ‘lightly’ degraded, with strong potential for low-cost restoration.²¹ The approved GEF project documents present the multiple positive economic benefits of FLR with benefits estimated at nearly 7 times the cost of inaction²² and an estimated net present value of \$23 billion over a 50-year period – equivalent to \$1,140/ hectare.²³ Bringing the Bonn Challenge goal of restoring 350 million hectares of degraded land by 2030 could generate a net benefit of between \$0.7 and \$9 trillion U.S.²⁴

A.2 Problems and Barriers that the Project Sought to Address

The literature previously cited and the results of the GEF-financed PPG Process determined that across the participating countries, there are significant differences in levels of capacity and knowledge that needed to be addressed for the Program to be effective in responding to the growing demand from countries and national-level stakeholders in restoring degraded and deforested landscapes, to reverse

¹⁴ Some GEF Agencies and members of the Global Partnership on Forest and Landscape Restoration (GPFLR) use the term forest landscape restoration while others use forest and landscape restoration, or simply landscape restoration. These are the same approach and based on the same principles.

¹⁵ Conservation agriculture refers to a number of techniques that follow principles of minimal soil disturbance, permanent soil cover and crop rotations (FAO (2015). Information online at: <http://www.fao.org/ag/ca/index.html>).

¹⁶ Climate-Smart Agriculture (CSA) as defined by FAO is “agriculture that sustainable increases productivity, enhances resilience, reduces/removes GHGs where possible, and enhances achievement of national foods security and development goals. FAO, 2013. Climate-Smart Agriculture: Sourcebook. Food and Agriculture Organization of the United Nations, Rome, Italy.

¹⁷ Hanson et al. (2015). The Restoration Diagnostic. A Method for Developing Forest Landscape Restoration Strategies by Rapidly Assessing the Status of Key Success Factors. WRI and IUCN, Washington DC.

¹⁸ Vergara, W., et. al. (2016). The Economic Case for Landscape Restoration in Latin America. Available online at: <http://www.wri.org/publication/economic-case-for-restoration-20x20>. World Resources Institute, Washington DC.

¹⁹ Initiated in 2003, the GPFLR is a worldwide network of policy makers, restoration practitioners, scientists and key supporters from government, international and non-governmental organizations and businesses. Information online at: <http://www.forestlandscaperestoration.org/about-partnership>

²⁰ GPFLR (2011). A World of Opportunity. Online at: http://www.wri.org/sites/default/files/world_of_opportunity_brochure_2011-09.pdf

²¹ UNEP (2014). Assessing Global Land Use: Balancing Consumption with Sustainable Supply. A Report of the Working Group on Land and Soils of the International Resource Panel. Bringezu S., Schütz H., Pengue W., O'Brien M., Garcia F., Sims R., Howarth R., Kauppi L., Swilling M., and Herrick J.

²² ELD Initiative & UNEP (2015). The Economics of Land Degradation in Africa: Benefits of Action Outweigh the Costs. Available at www.eld-initiative.org

²³ Vergara, W., et. al. (2016). The Economic Case for Landscape Restoration in Latin America. Available online at: <http://www.wri.org/publication/economic-case-for-restoration-20x20>. World Resources Institute, Washington DC.

²⁴ Verdone, M., Seidl, A. (2017). Time, space, place and the Bonn Challenge global forest restoration target. Restoration Ecology.

negative impacts on ecosystem services and biodiversity; and in supporting sustainable and enhanced production from those same landscapes. The PPG indicated a process requiring a framework to address the following barriers: (1) capacity for FLR-supportive policies and targets, (2) experience garnered through practice that demonstrated effectiveness and facilitates up-scaling of on-the-ground restoration practices in different contexts, (3) sustainable financing for mobilization and up-scaling of FLR, and (4) an uneven and inconsistent access to vast existing knowledge products and best practices, the Program brings together a wide variety of partners and countries around a shared framework and set of objectives.

TRI supports four key stakeholder groups to facilitate successful scaled up restoration:

1. Governments/policymakers at the national and sub-national levels in TRI countries.
2. TRI Country Landholders and communities living on or utilizing deforested and degraded landscapes.
3. Businesses, financiers, and donors potentially interested in investing in restoration, and engaging in restoration through linkages to restoration supply/value chains.
4. TRI Country Institutions and practitioners responsible for the planning, management, and support of restoration activities.

The PPG phase identified the following common international challenges to implementing and scaling up successful FLR: (i) lack of enabling policy; (ii) limited capacity to plan and implement FLR; (iii) limited investment opportunities and actionable knowledge about FLR-related investment opportunities; and (iv) insufficient partnership supporting FLR.

A.3 Theory of Change and Barriers Targeted

The TRI Program’s strategic approach and Theory-of-Change (TOC) builds on the premise that successful adoption and implementation of FLR at scale is contingent upon several factors as illustrated in Figure 1. First, the enabling conditions including policies and land use plans that incentivize investment in restoration, support implementation

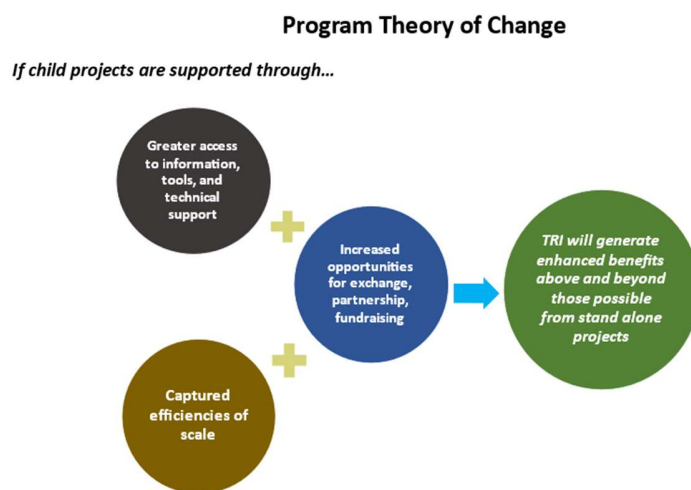


Figure No. 1. Program Theory of Change (TOC)

of restoration, and remove perverse incentives to deforest and degrade land need to be in place. Second, a strengthened capacity and institutional support for planning, managing and monitoring FLR is needed. Third, increased financial flows are necessary to support expanded implementation of FLR, with a tailored suite of models, information and partnerships needed to reach potential investors and unlock financial resources; and fourth, enhanced learning and adaptive management are critical elements for supporting FLR and need to be integrated into restoration programs. If these factors are addressed in countries where substantial opportunities and support for restoration exist, FLR at the scale of the Bonn Challenge and beyond can be

achieved, making significant contributions to addressing forest and land degradation compared to business-as-usual scenarios.

A.4 The Project Development Objective, Strategy and Expected Results

TRI was designed as a GEF program and is defined as *“an overarching vision for change that generates a series of interconnected projects under a common objective, and whose anticipated results are more than the sum of its components”*²⁵ with project partners benefitting from results based-on the following development assumptions:

- *A common framework* providing a strong basis for partnership and knowledge sharing. National projects are designed/tailored around flexible framework addressing 4 principal barriers to restoration: Policy; Capacity; Finance; Knowledge sharing and partnership.
- *Global support project* – providing enhanced access to information, tools and technical support; coordination of work; adaptive management.
- *Increased opportunities for partnership and learning* including annual programmatic & regional workshops and events; online learning; communications.
- *Captures efficiencies of scale* including through development and delivery of tools and technical support, and a harmonized M&E system.

The objective of the TRI Global Learning, Finance, and Partnerships Project is: to *“strengthen overall delivery of TRI by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to TRI country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives.”*

The TRI Global Child Project seeks to create synergies through effective management of the TRI Program while addressing country-level gaps for FLR. TRI IAs address these challenges by providing targeted tools, training, financial analysis; co-generation and sharing of knowledge; awareness building and support; facilitating partnerships and more. The anticipated outcomes include (i) improved policies; (ii) strengthened capacity to plan/manage FLR; (iii) increased investment; (iv) expanded application of FLR and SLM leading to better environmental and social outcomes.

The TRI Program is implemented through 12 child projects: 11 national-level projects (including 2 child projects in Kenya), and one (the subject of this MTE), also referred to as the Global child project. Child project interventions under each of the four broad programmatic components defined in the TRI approved project documents are tailored to national needs, context, opportunities, and objectives.

The Global Child project’s objective is to *“Strengthen overall delivery of TRI by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to TRI country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives.”* It is responsible for overall Programme-level coordination to ensure coherence and promote integration of the national child projects

²⁵ GEF (2014). *Improving the GEF Project Cycle*. Page 8. GEF/C.47/07/Rev.01.

and supports, strengthens and adds value to the work of the national projects along each of four **Program** components:

Component 1: Policy Development and Integration: Increased national and sub-national commitment to forest and landscape restoration.

Component 2: Implementation of Restoration Programs and Complementary Initiatives: Integrated landscape management practices and restoration plans implemented by government, private sector and local community actors, both men and women.

Component 3: Institutions, Finance, and Upscaling: Strengthened institutional capacities and financing arrangements in place to allow for and facilitate large-scale restoration and maintenance of critical landscapes and diverse ecosystem services in TRI countries.

Component 4: Knowledge, Partnerships, Monitoring and Assessment: Increased effectiveness of Program investments among Program stakeholders.

The TRI Global Child Project plays an essential role in ensuring that the TRI Program delivers enhanced programmatic benefits, providing enhanced learning, partnership, technical support and tools through a single project-based delivery system that captures efficiencies of scale. The Global Child Project is *“therefore a key element of TRI, providing much of the ‘glue’ that binds Program partners together while unlocking opportunities presented by a high-profile, high-visibility Program of this nature.”*²⁶ Services provided by the Global Child Project include:

(1) TRI coordination and adaptive management: Program-level monitoring, evaluation, and adaptive management, including support for a Program Advisory Committee, Global Coordination Unit, midterm Program and Project review and terminal evaluation, as well as case studies assessing the value for money generated by investment in TRI.

(2) Capture and dissemination of best practices and institutional capacity building: (a) Identification and capture of synergies among national child projects. The Project, through its Global Coordinating Unit (GCU), works to capture synergies among national child projects, and capitalize on emerging opportunities presented over the course of TRI. Work includes the development and implementation of a TRI Partnership strategy for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that help foster achievement of TRI objectives. (b) Systematic capture, enhancement, and sharing of FLR knowledge. This includes the use of harmonized tools and processes for capture of information; development of case studies and policy briefs and other informational materials; enhancements to the existing body of FLR knowledge to make these resources more useful and widely accessible and sharing of experiences via facilitated online Communities-of-Practice, events, workshops and trainings, as well as through Program and Agency partner web platforms.

(3) Mobilizing domestic and external funding for large-scale restoration: Support for the mobilization of FLR finance. National child project teams are supported in the development of bankable proposals and other tools and incentive programs to mobilize FLR finance, including through the development and delivery of an online course on FLR finance and other trainings and support.

(4) Policy development and integration and Forest Landscape Restoration (FLR) monitoring support: (a) Support for identification and uptake of FLR-supportive policies. The Global Child Project will work in tandem with national projects to support in-country efforts to enhance the enabling policy environment for FLR. Work includes the development of relevant case studies and policy briefs, high-level workshops, and an awareness-raising campaign featuring restoration champions from within and outside TRI

²⁶ Project Document. Section 2.5, Par. 57.

countries (b) Development and provision of tools to support planning, implementation and monitoring of FLR, including monitoring of biodiversity impacts from FLR.

B. THE MID-TERM EVALUATION PROCESS

The Mid-term Evaluation (MTE) process was defined in an Inception Report submitted to IUCN in response to comments from the IA partners on 26 April 2022. The process is summarized in the following sections. A detailed description of the MTE process is provided in [Annex 4](#)

B.1 Purpose, Objective, and Scope of the Mid-term Evaluation

The evaluation is an independent technical and financial MTE of the GEF Global Learning, Finance, and Partnerships project (GEF ID 9522) under the TRI Program. In adherence to GEF requirements, the GEF lead Implementing Agency (IA), the International Union for Conservation of Nature (IUCN), contracted *Asesoramiento Ambiental Estratégico* (AAE) to execute the MTE.²⁷

The MTE provides GEF Agencies and partners with a systematic account of a project's performance by assessing its design, implementation, results and the likelihood of long-term impacts. For the GEF, the MTE is a monitoring tool to identify recurring issues across the GEF portfolio. For the GEF Secretariat, the MTE facilitates learning from good practices and stakeholder participation. For the IAs, the evaluation informs learning and improvement; accountability; evidence-based management and decision-making; and adaptations in project implementation. The MTE is a cornerstone of the Project's Monitoring and Evaluation Plan. The MTE enhances GEF and IA programming by informing future project design and implementation.

The MTE Report is the principal product that assesses the Project's accomplishments and progress against expectations as outlined in the [Program](#) and [Child Project Results Framework](#). The MTE was implemented within a Results-based Management philosophy and adherent to the Terms of Reference (TOR) for the MTE consultancy ([Annex 2](#)). The report analyzes aspects and results of the project according to GEF criteria including Relevance, Effectiveness, Efficiency, Adaptive Management, Sustainability and cross cutting issues, such as Gender Management, among others.²⁸ To facilitate adaptive management and ensure maximum results, the report presents conclusions, recommendations and lessons learned, as well as challenges to project implementation and suggests corrective actions. Those actions will be tracked by the IAs in a Management Response Matrix to be evaluated at the Terminal Evaluation (TE) as part of the Adaptive Management Process. The process promotes accountability, transparency, and the effective, efficient and adaptive management of GEF resources. Beyond the Project's boundary, the report provides observations to improve the sustainability of project benefits.

The MTE process adhered to all pertinent professional and ethical guidelines and codes per GEF guidance and adherent to the guidelines of the participating IAs. Please refer to Annex 3 for a full reference. A signed declaration of the UNEG Code of Conduct is included in [Annex 3](#).²⁹

²⁷ Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_01_Policy_on_Monitoring.pdf; accessed 20 March 2022.

²⁸ Global Environment Facility. Independent Evaluation Office, 2010. GEF Monitoring and Evaluation Policy Pg. 35; par 81. URL: <http://gefio.org/sites/default/files/documents/reports/gef-me-policy-2010-eng.pdf>. Accessed 26.04.2022

²⁹ *ibid.*

The scope of the evaluation is defined by temporal, geographic and thematic aspects of the Tri Global Child Project as specified in the TOR. A detailed description of the methodology is included in [Annex 4](#).

The temporal dimension covers the Child Project from CEO endorsement on 6 April 2018 to December 2021, the limit of the technical and financial information provided. The MTE was launched in March 2022 at 47 months (78%) from endorsement with 17 months remaining in the Project's 60-month lifecycle.

The geographical dimension of the evaluation is "global" with consultation focused on the three IAs and on key supporting international partners. National-level consultations with stakeholders from the ten national child project stakeholders were held to understand the nexus between the child projects and the Global initiative as described in "Methodology" below. An additional Child Project implemented in Myanmar was suspended by the GEF and is not included in the MTE.

The thematic or programmatic dimension covers the following: (a) the Project's foundation as described in its justification, strategy and design; (b) the Project's progress towards expected results and impacts; (c) Project implementation and adaptive management; and (d) lessons learned, conclusions and recommendations. These areas were examined across GEF evaluation categories described below.

B.2 The Evaluation Methodology

The GEF Evaluation Criteria are lenses through which the information gleaned from information collection and other activities were processed. These are: (i) Relevance, (ii) Effectiveness, (iii) Efficiency; (iv) the ranking of overall Progress to Impact (v) Project Implementation and Adaptive Management; (vi) Cross cutting aspects: (vii) Sustainability; and (viii) Conclusions, Recommendations and Lessons Learned. See [Annex 1](#) for a full description of criteria and ratings scales. For each, key evaluation questions were developed and are presented in an Evaluation Matrix presented in [Annex 5](#).³⁰

Because of the uncertainty surrounding COVID-19 related travel restrictions, a virtual methodology was implemented. Data collection and analysis methodologies combined qualitative (interviews and focus group meetings) and quantitative methods (data collection, processing, analysis), which allowed evaluators to draw conclusions related to the achievement of the outputs and qualitative analysis of the relative strengths, weaknesses and opportunities related to the project. The methods are presented in [Annex 4](#) and are summarized as follows:

Desk Review: Review of project and sector information from internal and external sources as listed in [Annex 6](#). The information collected was analyzed for the quality and relevance of the information provided, gaps, coherence, and correlation between documents, etc. This was the primary source of information for completion of outputs and attainment of targets per indicators informing the effectiveness analysis. Financial information was analyzed to inform the efficiency analysis. There were gaps in the information base presented across IAs that required effort during the triangulation phase.

Focus Group Discussions (FGDs) were utilized to reduce the number of interviews and to determine the need for targeted, follow-on interviews to triangulate information received and to foment dialogue on future project actions and to probe for possible recommendations. Country teams and IA regional staff were interviewed collectively. The contact list of interviews and FGDs is included in [Annex 7](#).

Key Informant Interviews: A Semi-structured Interview Guide ([Annex 8](#)) was produced to facilitate the consistency between interviews. The questions were derived from the MTE Matrix ([Annex 5](#)) and applied

³⁰ AAE, 2022. Inception Report for the Mid-Term Evaluation of the TRI Global Child Project. Annex 3 "Evaluation Matrix." Final submission to IUCN 26 April 2022.

according to the expertise of the interviewee. IA and Global Management Unit (GMU) managers were targeted as were selected individuals to triangulate information from the FGDs.

Triangulation: Information from the desk survey was triangulated through KIIs and FGDs. A follow-on questionnaire was distributed to IAs for clarification with an additional FGD to process the information received. Additional information was also requested and exchanged via email. Third party consultation of web resources were used to triangulate information related to best practices.

Presentation of Findings: At the end of the implementation period, a feedback loop was established between AAE, IUCN and the respective IAs to validate the preliminary findings through commentary to inform the final report approved on 17 August 2022. A webinar was implemented on 10 August 2022 to present the results of the MTE to a broader group of stakeholders.

The results per key evaluation criteria were scored using a “traffic light system” using a color code ranging from Red (not likely to meet expectations) to Green (likely to meet expectations) using the stated MTE targets and End-of-Project (EOP) targets as benchmarks. In the former, actual achievement was noted and the latter received an estimate. The ranking is complemented by a numerical rating associated with GEF evaluation categories ranging from “Highly Unsatisfactory” (HU) to “Highly Satisfactory” (HS). The ranking system and scales are described in [Annex 1](#).

The following evaluation categories received rankings:

- Relevance/Coherence of the Project Strategy focused on the strategic formulation and design of the project, its coherence with the situational analysis and the problems raised; the degree of participation of the beneficiary population in the construction of the project, considering its link with the priority areas of the GEF, IAs and international priorities, e.g., the Bonn Challenge.
- Effectiveness: An analysis of progress towards achieving results at the Outcome-level as defined in the indicators within GEF-approved project Results Framework. A second layer of analysis was undertaken using progress against the stated outputs thereby testing the quality of the indicators. Inconsistencies between the two activities enable evaluators to identify problems with design, the indicators or problems in execution
- Efficiency is examined the agility of the Project Implementation and Adaptive Management processes in executing the programmed activities within the times frames established within the stipulated budget. Also, evaluators analyzed the administrative/financial actions and at the application of the work planning approach and adaptations based on monitoring of results.
- Sustainability is analyzed from four perspectives: financial risks, socio-economic feasibility, institutional and governance risks, and environmental risks. The tools provided to enhance Sustainability includes safeguards including the cross-cutting issues of Stakeholder Engagement, Gender Action Planning and the presence of a functional Grievance Mechanism of the project.

Selected categories, such as Project Implementation, receive multiple rankings for sub-categories. Finally, based-on the results, the Report provides Conclusions, Recommendations and Lessons Learned.

B.3 Evaluability and Challenges

The information base and contacts provided at kick-off were deemed at inception to be evaluable. The evaluation was implemented as planned with no major setbacks. Several minor delays and setbacks did occur that were related to gaps in the information base provided, outdated contact lists, etc. These are

presented as findings in the Project Implementation section of this document. The expected delays associated with virtual processes occurred. Sao Tome and Principe experienced electrical transmission blackouts with internet interruptions over an extended period. Pakistan unfortunately did not respond to the interview request. The team rectified delays with follow-on interviews and written requests for information. The IAs and country teams were cooperative, responsive and forthcoming in responding to and mitigating the mentioned challenges.

C. FINDINGS

The findings are presented for the following four areas outlined in the TOR: (A) Project Strategy and Design, (B) Progress Towards Results, (C) Project Implementation and Adaptive Management, and (D) Progress towards Impacts, and (E) Sustainability. Within each category, the results of the evaluation from the standpoint of effectiveness using the established indicators, efficiency based on deployment of project funding, relevance and coherence to national policies, and sustainability are provided. Conclusions and recommendations are presented in [Section E](#).

C.1 Project Strategy and Design

The Project Design

The evaluators assessed Relevance of the Project through the linkage of the Project's design to the key barriers stated, to the Program, and to International, national and sector priorities.

The Project's design is divided into two conceptual areas: Management and Technical. The first is espoused by Component 1 which is relevant for the need for a coordinated approach between multiple IAs acting autonomously and numerous child projects, each with defined management paradigms. The second area is the need for technical support to child projects to navigate and share lessons learned within a vast body of knowledge on FLR; the need for support in financing FLR and for improved policies. These are embraced by Components 2,3 and 4 respectively. In both areas, the Components are clearly relevant to well-articulated and documented programmatic needs. The TRI Child project is related indirectly to the objectives of the child projects through the Programmatic relationship between the IAs and the Child Projects under their respective management. A summary review of these indicates a full conceptual alignment within TRI. The TRI Child Project, in supporting the TRI Program is also directly aligned with the international sector initiatives, such as the Bonn Challenge, the UN Decade for Restoration through the Programmatic Outcomes and through the global role that each of the IAs plays within the mentioned initiatives.

Relevance was also viewed from the perspective of internal consistency between the Components, the Outcomes and corresponding Outputs. The Project's design does demonstrate internal problems technical design issues that affect the Project's Effectiveness and Efficiency. These are discussed within that context in the following paragraphs. However, when viewed through the lens of "Relevance," the Project's design elements are internally logical and aligned to addressing the stated barriers and producing the desired objective.

Evaluators therefore conclude that the Project’s design is Relevant to the TRI Program, International and sector priorities, aligned vis-à-vis Child Project alignment with national priorities, and the design elements are internally aligned with the Project’s and Program Objectives.

The project contributes to its objective through actions in 4 components, 11 outcomes, and 30 outputs. Evaluators reviewed the technical aspects of the mentioned elements by testing for horizontal integrity of the stated outcomes and outputs and their respective indicators, targets and MOVs as presented in the Project’s Results Framework ([Annex 9](#)). The analysis of the indicators also enabled evaluators to assess the quality of the monitoring and evaluation framework to accurately indicate success and recommend adjustments.

Evaluators found that the number of outcomes was more than sufficient to achieve the Project’s objective. The suite of outputs presented in support of the Outcomes contains extraneous or activities duplicated in the Project’s M&E Plan. This is predominantly the case predominantly in Component 1 as described further below and in a full Project Design Analysis included in [Annex 11](#).

The main problem with the design of the project is the horizontal inconsistency between many outputs and their indicators and targets, as discussed in detail below. The Results Framework presents a plethora of indicators that are sometimes a restatement of the outputs rather than seeking a statistically significant observation point that would define how TRI views success. At times the indicator chosen does not correspond to the essence of the outcome. Often, a structural indicator calls for a numerical observation and presents a non-numerical target or unrelated Means-of-Verification. None of these problems is sufficient to affect the Project’s delivery because they do not affect the stated outputs. Rather, they do affect how the project is monitored and evaluated. The results of the Analysis of the technical aspects of Project design are included in the following Table 3. For the full justification for the recommendations, the reader is urged to review [Annex 11](#).

Evaluators conclude that the project design is internally logical and no modifications to the Project’s architecture are warranted with the time remaining in the project. It is recommended however that the indicators be better defined as indicated in the table below. At present, the lack of defined targets causes difficulty for monitoring and evaluation and is not completely informing management decisions within a timescale that enables adaptations. The indicators as indicated currently do not tell the entire story of the good work the project is realizing. Based on this presentation, the GCU will need to focus on key decisions, especially within Outcome 1.1 to better define the expectations for the work planning and adaptive management process.

Existing Design element	Recommended changing to	Justification
Outcome 1.1. <i>Improved coordination, adaptive management and partnership among program stakeholders and increased effectiveness of Program investments; Enhanced collaboration, replication and upscaling of TRI best practices among environmental and development agencies and countries at the global, regional and national levels.</i>	<i>A well-managed, collaborative, functional and sustainable adaptive management framework for the TRI Program.</i>	The Outcome 1.1. can be simplified to reduce overlap with the outputs enable fewer and more specific indicators. Consider simplifying and focus on the intended results of collaboration, function, and sustainability. The levels mentioned are inherent in TRI.

<p>Indicator 1.1. - Program and projects are well managed, addressing risks and challenges, and capitalizing on opportunities for learning, cross-fertilization and collaboration.</p> <p>- Number of active partners with which TRI is engaged at a programmatic level (through two-way sharing of information, expertise or tools, collaboration to increase impacts, or provision of co-financing).</p> <p>- New project/program proposals by GEF agencies, other partners and governments informed by/aligned with TRI best practices.</p>	<p>Consider reducing to 2 indicators, for example:</p> <p>(a) . Yearly adaptations are taken to improve Program productivity. The Description of the results of adaptations.</p> <p>(b) Scoring a (4) or “satisfactory” on a yearly management effectiveness survey of IAs and EAs. Target = 55 responses average “Satisfactory.” MOV= Yearly Survey (90% confidence, 5% MOE, 10% of total partners of 120 IA, EA, and Child Projects).</p>	<p>Reduce to the best indicator of effective Program-level management.</p> <p>(a) One structural (ex. a) and one process indicator (ex. b.) would suffice. The first would indicate that a proactive and reflective process is in place and focused on adaptation.</p> <p>(b) The second (indicative) example assumes a population size of 120 collaborators between IAs, EAs, and Child Project collaborators with knowledge of the program. The existing indicators are outputs and can be moved to the corresponding outputs.</p> <p>If adaptive measures are taken then it can be argued that progress is tracked, then we could argue that a M&E system is functioning,</p>
<p>Output 1.1.1. indicator: <i>“Coordination Unit established and providing effective support”</i></p>	<p>Select a function that is emblematic of the intended function of the GCU as an indicator. For example:</p> <p>a consolidated annual progress report approved by the PAC</p> <p>MOV= Act or Minutes. Target = 5 (1/year) & the Program Progress Report itself.”</p>	<p>The indicator repeats the outcome. It is not an indicator of function.</p> <p>The example of an approved PAC Program Progress Report would indicate that the GCU provided several key functions: Coordination of the M&E results, financial analysis, a workplan was in-place, and the PAC meeting was coordinated within the expected timeframe. The approval would indicate that a dialogue took place.</p>
<p>Output 1.1.2 Target = Semi-annual</p>	<p>Change to “Annual”</p>	<p>Anecdotally, KIIs indicated that a decision was made to eliminate semi-annual meetings in favor of annual ones. Change the Results Framework Accordingly.</p>
<p>Output 1.1.3. the indicator is, <i>“Project Steering Committee (PSC) established and providing effective guidance,”</i></p>	<p>Consider a change to: <i>“Consolidated Project Implementation Report is approved by the PSC for submission to GEF,”</i> etc.</p>	
<p>Indicator 1.2. <i>Monitoring tools in use and yielding useful progress tracking information</i></p>	<p>Consider an indicator that better matches the output: such as, <i>adjustments made based on the data collected,”</i> as stated in the mid-term target.</p>	<p>Consider a best-practice from other platform-type projects that track adaptations in a log on a quarterly or semester basis and report of discuss these in the PSC meetings.</p>

Output 1.2.2. Indicator = <i>the number of Project and Program progress reports</i> . The target is <i>(MTR) Biannual Project and Program Progress Reports available to PAC</i> .	The targets should be numerical (1/year = 5; 2/year = 10, etc.). Consider the change to “annual” for Program reports and maintain “semi-annual” for Project progress reports per comments in Output 1.1.3. above	
Output 1.2.3. Indicator= Midterm Project/Program Review and Terminal Evaluation carried out and reports available.	Consider eliminating the output	This is part of the Project’s M&E Plan.
1.2.4. Indicator = Reporting of country progress on FLR through Bonn challenge Barometer and other public reports and/or Platforms.	Consider something specific, such as, “the number of Ha. of land under FLR in participating nations. The target would be a number of Ha. above the pre-project Bonn Challenge level. The MOV would be national Reports, Bonn Challenge Barometer, or other data source.	The indicator is actually an MOV and not an indicator. What would indicate progress and demonstrate that the M&E system is functioning? That would be the # of under FLR. The GCU could also consider using the completeness of reporting on the 9 core indicators as an indicator by assigning a scoring system to the completeness of each.
Outcome 2.1: Outcome= <i>Improved actionable knowledge on FLR through enhanced tool packages</i> . Outcome indicator = <i>number of enhanced packages tailored to NCP needs</i>	consider focusing the indicator on how the practices are being applied. Value could also be determined. This could be accomplished through MOVs such as stratified surveys for each of the packages produced. The targets can be predetermined to the expectations of the IAs	The number of packages produced does not indicate an expected result. Output 2.1.1. can remain as the number of packages. The outcome should better reflect a result.
Outcome 2.2: Outcome = Improved dissemination of knowledge on FLR to Project stakeholders and beyond through fact-to-face meetings.	Eliminate the “face-to-face” clause from the outcome. Change to “engagement” or “inter-action”	FAO is positioned to go either face-to-face or virtual despite risks of disease or climatic events.
Outcome 3.1: Indicator = Number of key stakeholders including government and investors engaged in TRI countries	What would indicate an enhanced capacity for financing? The indicator should be a variable related to capacity.	What variable is being measured, or what kind of engagement is being sought? Relate the indicator to the intended result. The number of stakeholders engaged does not reliably indicate an enhanced capacity.
Output 3.1.2. Development and delivery of a capacity building program on FLR finance for TRI countries. Indicator (a) = A training program...available. (b) # of stakeholders trained in FLR finance in TRI countries		The indicator is ok. But could be improved by declaring the capacity to be developed and indicating a test or survey as the indicator.

Outcome 3.2. Enhanced opportunities, means, and partnerships for financing FLR in TRI countries.		Consider adding a financial target to one of the outputs based on the per ha. cost of restoration for the targeted number of ha. The best EOP indicator might be the amount of financing booked by the partnerships, which goes to the heart of the Outcome
Output 4.1.1. Indicator: Number of FLR case studies and policy briefs developed and disseminated	Define an EOP the target	Target not defined
Output 4.1.2. Indicator FLR campaign implementation	Define the result of the outcome and determine a measurable indicator.	The indicator is the same as the output. Suggestion: consider a survey of knowledge and attitudes or a poll of a targeted audience. The MoV would be survey results. The target= A qualifier of knowledge or attitudes for a pre-determined number of responders in a given stakeholder group.

Table 3: Recommendations for Improving Project Indicators

C.2 Progress Towards Results

Assessment of Outcomes

The overall rating for progress against results is “**Satisfactory**” for the TRI Global Child Project, with 74% of outputs completed based-on midterm targets and an 83% achievement with regards to the outcome-level targets. The project is on-track to achieve the EOP targets.

The quality of activities whether for coordination, communication, and learning was good. However, implementation management is an area for improvement. In terms of project design, most of the indicators in the Results Framework are not SMART. Specific targets were lacking making it difficult to accurately measure the level of achievement against established baseline levels and MTE targets. Several targets that affect the ranking of the project, described herein, require revision because, as described, do not accurately reflect the intended results and result in a lower achievement rating than otherwise would have been received for the results obtained by the project. Table 4 summarizes the overall project outcome rating

Assessment of Outcomes	Rating	Justification
Relevance	HS	The Project’s design is Relevant to the TRI Program, International and sector priorities, aligned vis-à-vis Child Project alignment with national priorities, and the design elements are internally aligned with the Project’s and Program Objectives
Effectiveness	S	83% (DO) of the expected midterm targets were achieved
Efficiency	S	100% of the budget programmed to year 3 was executed producing 83% of the expected mid-term targets.

Overall Project Outcome Rating	Satisfactory
(HU) Highly Unsatisfactory; (MU) Moderately Unsatisfactory; (U) Unsatisfactory; (MS) Moderately Satisfactory; (S) Satisfactory; (HS) Highly Satisfactory	

Table 4. MTE Overall Project Outcome Rating

Figure No.2 illustrates the level of achievement of the outcomes at MTE and the projected level for the Terminal Evaluation. The figure demonstrates acceptable performance for Component 1, 2 and 4. It also signals the effects of a late start by UNEP FI in Component 3.

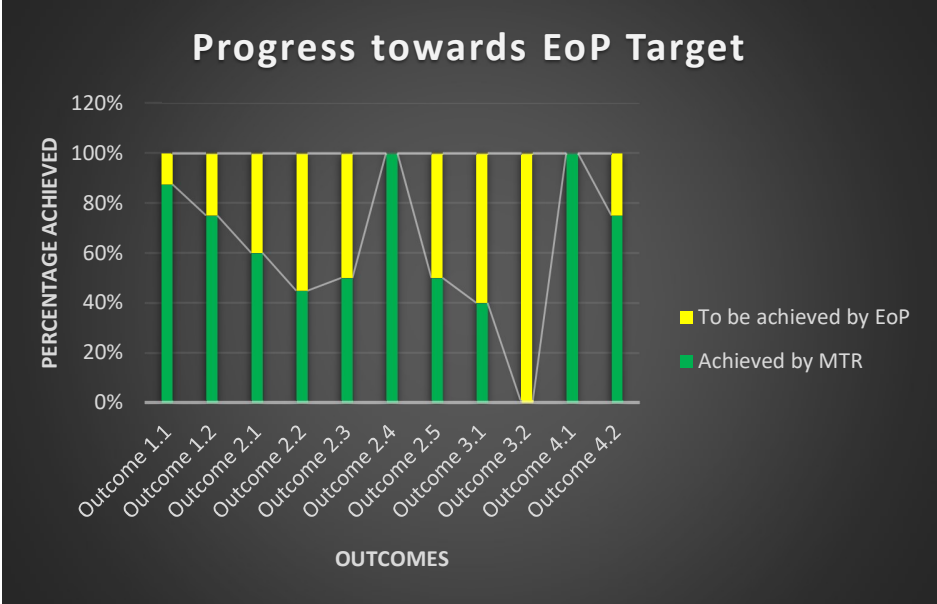


Figure No.2. Progress Towards Results

Later in this section, the MTE analysis, illustrated in Figure No. 3 below provides an additional graphic representation of the overall achievement by component. Project Management Costs are presented separately under Project Implementation and Adaptive Management.

Table 4 also illustrates the rating of achievement per outcome that contributed to the Satisfactory Effectiveness rating. In this case, Outcome 3.2 was not slated for pre-MTR activity. Given the late execution of the MTE, the ability to complete this outcome is scrutinized later in this section. If the target for Outcome 3.2. is reevaluated as recommended later in this document, then UNDP FI will have the opportunity to reverse this rating by EOP.

The figure 3 indicates that at MTE (at 75% of the project timeframe) Component 1 is on target. Component 2 has outperformed its midterm targets, Component 3 remains behind schedule, and Component 4 is on schedule

Outcomes	MTR Target Achieved	Rating
Outcome 1.1	88%	S
Outcome 1.2	75%	MS
Outcome 2.1	100%	HS
Outcome 2.2	90%	S
Outcome 2.3	100%	HS

Outcome 2.4	100%	HS
Outcome 2.5	100%	HS
Outcome 3.1	90%	S
Outcome 3.2	10%	HU
Outcome 4.1	100%	HS
Outcome 4.2	75%	MS
Overall Rating	83%	SATISFACTORY (S)

Table 5. MTR target Achievement

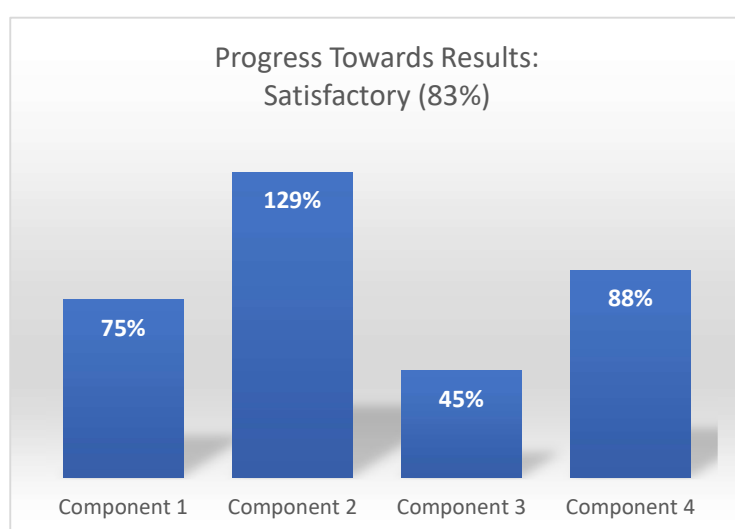


Figure No. 3. Progress at MTR

Figure No. 4 presents the efficiency of the project in executing its resources. The graphic demonstrates the planned budget to year 3 vs. the total budget. The expected targets are also illustrated to capture the relative efficiency in producing the outputs. In general, all components were executed efficiently producing outputs with lower than budgeted resources. With 67% of the project's resources deployed, the project has a **Satisfactory** efficiency ranking and is on track to a full execution and is trending towards Highly Satisfactory by EOP.

Table 5 demonstrates budget efficiency. Using the approved project budget at CEO endorsement, by year 3 the project programmed budget was \$2,239,511. U.S. The actual project execution was almost spot-on with \$2,230,507 U.S. which is a 99% completion rate. Using completion of Midterm Targets as a basis for analysis, the Figure No. 4 above illustrates that Component 1 was roughly 25% less efficient than components 2, 3, and 4

With almost 100% of MTE level budget execution, the project achieved 83% of midterm targets.

- Component 1, 109% of the budget to year 3 was executed achieving 75% of the midterm targets.
- Component 2, 134% of budget to year 3 was executed to achieve 129% of the midterm targets;
- Component 3, 57% of the planned budget to year 3 was executed to achieve 45% of the midterm targets;
- Component 4; 98% of the planned budget to year 3 was executed to achieve 88% of the midterm targets.

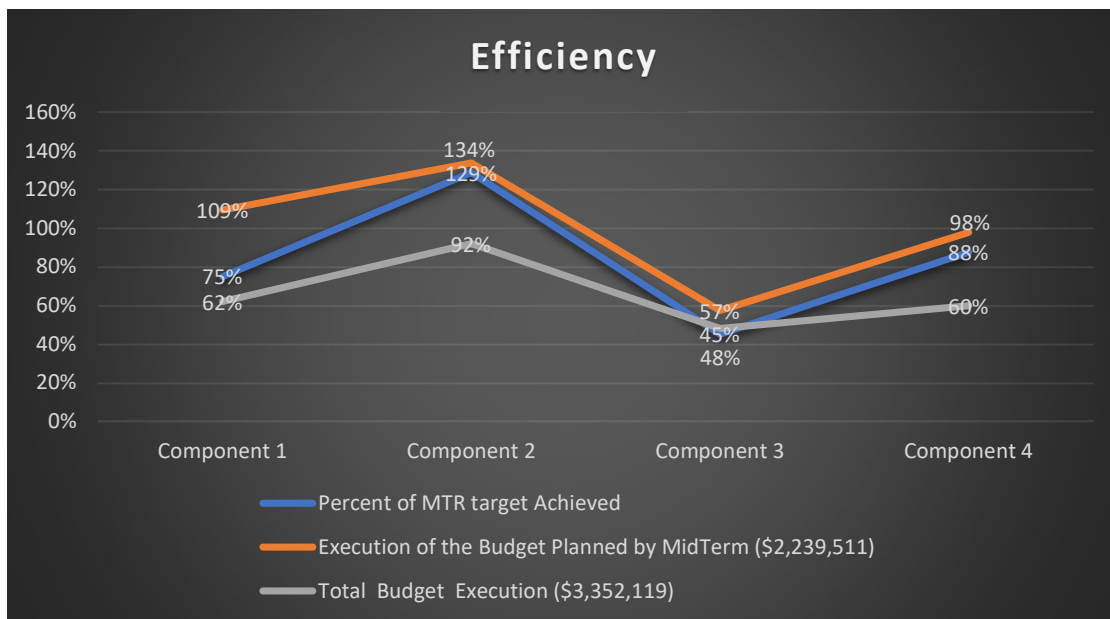


Figure No. 4 Efficiency per Component

Total Budget at CEO Endorsement	Planned Budget by Year 3 (Prodoc)	Execution by Dec 2021
\$ 3,352,119 U.S.	\$ 2,239,511 U.S.	\$ 2,230,507 U.S. (100% of Planned Budget by Yr 3 67% of Total Budget)

Table 6. Budget Execution

The project is hitting its targets and executing according to plan despite COVID-19. Figure No. 5 summarizes the budget execution by IA and by quarter. The most prominent observation is that Component 3 was ineffective until Q3 2020 when, despite the pandemic, UNDP FI made an impressive comeback. The graphic also illustrates that COVID most impacted the execution of Component 2 executed by FAO. In particular, the in-person knowledge event was affected. The complete Progress Analysis is presented in [Annex 12](#). Additional graphics on efficiency by component are included in [Annex 13](#)

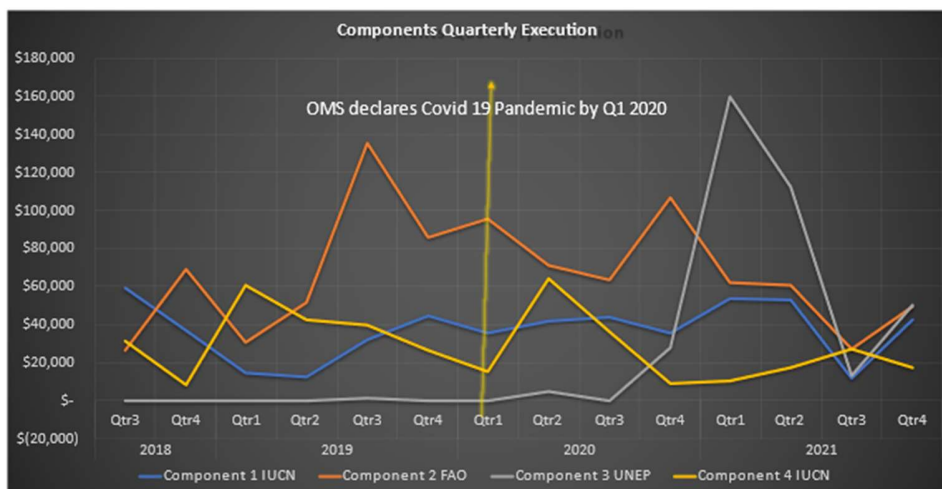


Figure No. 5: Components Quarterly Execution and Covid-19 Impact

Component 1 Effectiveness

As mentioned in the previous section, Component 1 is dedicated almost entirely to the management of the Program with Outcome 1.1 focused on Program management and governance and Outcome 1.2 dedicated to M&E systems. Under **Outcome 1.1.**, the Global Child Unit (GCU) was established. All the major Program governance and decision-making frameworks, such as the Program Advisory Committee (PAC) and the Project Steering Committee (PSC) were realized and are functioning. The three outputs: a Communications Strategy, a partnership strategy, and a TRI web portal, are in different stages of completion.

The IAs have dedicated Communications specialists that were operating until recently with a cordial but limited relationship. Despite communications strategies being developed in 2018 and in 2020, KIIs confirmed that there is now a renewed ambition to synchronize communications efforts across IAs within a TRI strategy. The success of a good communications strategy requires consistency, coherence and sufficient resources deployed. This output is estimated at 75% completed in recognition that the strategy was developed and verbal commitments exist to support the process, which is trending upward and is likely to be completed by EOP. A strategic effort coordinated to provide communications support to Finance and Policy outcomes could be an asset to Child Project activities at critical junctures, especially to Component 3 and 4 and in deploying the knowledge assets available through FAO under Component 2.

A partnership strategy was to be developed and under implementation to expand the TRI effort globally to develop new project proposals, other partners and governments aligned with TRI best practices. As of the MTE, anecdotal proof of a strategy was communicated to the evaluation team as Indicated by Project officials in response to a questionnaire the following:

“there is an outreach/partnership strategy that was agreed early-on by the 3 partners, but it was not captured properly in any document... that IUCN, UNEP and FAO (and the GEF) are members of the Steering Committee of the Global Partnership on Forest Landscape Restoration, which brings together more than 30 governments, UN and civil society organizations...[and that] ...the IAs are also 3 of the 4 members of the original consortium that developed the strategy for the UN Decade on Ecosystem Restoration, which now brings together dozens of organizations.

These two coalitions include all of the key players in the forest landscape restoration space and thus provide ideal channels for uptake of information about TRI and for knowledge exchange on technical and policy aspects as well as providing opportunities to forge partnerships with individual members.”

Evaluators interpreted this to mean that IAs believe that sufficient strategy is in effect vis-à-vis IA participation in the sector and that no additional effort is considered or is required. In the absence of written evidence of a strategy, which is the MOV for Output 1.1.5., Evaluators have marked this output as Unable to Evaluate (UE). Given the response, the evaluators recommend that a Partnership Strategy and the expected result be defined. In the absence of written evidence of a strategy, the IAs should clarify their support to a specified type of partnership with sufficient justification. To the contrary, the output should be reformulated from within the project design. The decision should be defined in the MTE Management Response Matrix and reviewed at TE.

Finally, a TRI web portal was to be developed and updated monthly with information from TRI experiences including via newsletters and outreach materials, dissemination through social media and audio-visual communication. A portal was established at the MTE but, according to the stated indicators, no metrics were available nor were there monthly updates as prescribed. The MTE therefore sets the level of achievement at 67% with the likelihood of completion by the Terminal Evaluation (TE).

Seventy four percent of the outputs contributing to Outcome 1.1. are completed with a likelihood of 100% completion by TE (Yellow). See [Annex 12](#) for a detailed Implementation Progress Analysis. The MTE team assigned a **Moderately Satisfactory** Ranking to outcome 1.1, because of the ambiguity surrounding the Partnership strategy. With progress noted on all other outputs, the Outcome is trending positively.

Outcome 1.2. is dedicated to Monitoring and Evaluation Systems needed to assure that the TRI Program and its progress are systematically monitored, reported, and assessed. The MTE benchmark is, “*Outcome focuses on appropriate data is being collected and course adjustments being made if necessary.*” The project has achieved a functional M&E system that is providing consolidated information to support PSC and PAC meetings and decision-making. The Project has created an M&E Framework³¹ document outlining the shift from GEF-5 & 6 toolkits towards incorporating GEF 7 Core Indicators. In addition, webinars and tools were provided for national child project reporting. KIIs indicated that further capacity building is necessary to achieve an increase in the number of nations reporting on Core Indicators above the current 50% level. The system is therefore established. The MEL Framework intuitively should have received a formal sign-off by the IAs, a PSC authorization or perhaps even ratification by the National Child Projects. This aspect, usually included in the introduction section of the document, is absent.

Progress towards the Outcome is limited by a low level of reporting. Per the Project’s indicators for output 1.2.2, semi-annual *Project and Program Progress Reports available to PSC and PAC,*” the project should have executed by MTE biannual Program Progress Reports (6) and biannual project Progress Reports (6), a total of 12. Despite appearing in the 2019, 2020, 2021, and 2022 workplans (but not as milestones), by MTE, there were 2 Program Progress Reports filed (one during the MTE implementation) and no Project Progress Reports, a 17% completion rate (RED). Project authorities informed the MTE team of their decision to only file a Program-level report at yearly PAC meetings. Consistent with this decision, the TRI MEL Framework schedules the reporting on Core indicators on an annual basis.

With regards to Project Progress Reports, the Evaluators are cognizant that steering committee members meet or communicate often and on an *ad hoc* basis. Unfortunately, there is no paper trail available of the items discussed and the decisions made. KIIs indicated that PSC decisions are documented through

³¹ IUCN, 2021. The TRI Monitoring, Evaluation and Learning (MEL) Framework. 33 pp.

summary emails. These were not systematically archived for validation during the MTE desk survey phase. Evaluators feel that Project-level decisions should be made minimally at 6-month intervals. Evaluators agree that a formal and more comprehensive report could be filed on an annual basis to support both project and program governance. However, a semester meeting with key M&E inputs such as progress towards outputs and budget expenditures per the AWP, albeit virtual, would facilitate decision-making and create an acceptable audit trail to support project governance and facilitate timely and adaptive management.

Output 1.2.4. seeks “tracking of measurable progress on TRI country implementation of FLR commitments.” The indicator, “*reporting of country progress on FLR through the Bonn Challenge Barometer and other public reports and/or platforms*” of 6 TRI countries that have made Bonn Challenge Commitments (Cameroon, CAR, DRC, Kenya, Pakistan, and Tanzania), only 3 (Cameroon, DRC and Kenya) were included in the Restoration Barometer Spotlight Report 2017 and the Second Bonn Challenge progress report published in 2019. (Source: PIR 2021), a 50% completion rate. As discussed previously in the Project Strategy and Design section, the indicator is problematic because the TRI has no authority or role in the reporting by third parties to the Bonn Challenge or the efficiency in the Bonn Challenge in updating its published information.

Sixty seven percent of the outputs are completed contributing to a 75% completion rate at the Outcome level with a likelihood of completion by TE (Yellow) if the indicator mentioned for output 1.1.5. is resolved. The MTE team assigned a **Moderately Satisfactory** Ranking which is trending positively.

Qualitative aspects of experiences and responses to KIIs is included in the Project Implementation section of this document.

Component 2:

Outcome 2.1: seeks “Improved actionable knowledge on FLR through enhanced tool packages.” The FAO initiative achieved 100% of midterm target and is on track to achieve end of project target. Through multiple media and knowledge packages, FAO has an established e-learning academy that offers over 350 multilingual free and self-paced e-learning courses, E-learning products on M&E, FLR and Sustainable Finance, which has proved important in disseminating UNEP FI’s Restoration Factory, training on developing viable FLR business plans; ELTI course in partnership with Yale University on FLR, and thematic webinars organized on FLR M&E, FLR Financing Mechanisms, etc. Biodiversity has organized 6 online knowledge sharing events and webinars through the TRI Community-of-Practice (COP) on genetic diversity for FLR among others described in Annex 12. KIIs from NCPs agreed that they value these knowledge products as well as the D-groups forum, an additional COP for collaboration and learning amongst the Child Projects and others on FLR.

Outcome 2.2: seeks improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face meetings. The MTE level of 500 participants was slated. During COVID-19 however, Face-to-face knowledge events were halted. FAO pivoted to online events to validate the indicator. There is evidence of interactions through the D-groups forum where the online events are accessible to the public³². Despite the challenges, FAO adeptly used their digital assets to achieve a 90% achievement rate facilitating (3) TRI Global Knowledge Sharing meetings organized and attended by representatives from national child project teams; 1 regional workshop/training on priority FLR topics at the global; 5 national trainings, and 2 of 4 South-South exchanges. FAO completed 83% of the activities programmed for the first semester of the project and documented 448 NCPs stakeholders benefited from learning linked to TRI which is 90% of the MTE target of 500 NCPs stakeholders achieved. A **Green/Satisfactory (S)** and is

³² <https://dgroups.org/fao/restoration-initiative/library>

on-track for 100% completion by TE. Given the FAOs digital resources and the risk of environmental threats, such as COVID, evaluators feel that the “face-to-face” criteria from the outcome indicator be revised accordingly to enable FAO to pivot to virtual processes as needed.

Outcome 2.3: Improves dissemination of knowledge on FLR to project stakeholders and beyond through online learning journeys fostered by an online community specific to FLR where FAO has achieved -2430 of 900 targeted members of communities of practice (FLR, TRI, and FLR Finance). However, the Project expected that at least 75% of the key stakeholders would be responding to the Communities’ user surveys, feedback forms etc. At the time of the MTE, no surveys had yet been executed. In addition, 55% was the target for users to have found the communities and/or the online knowledge sharing useful for their activities. Evaluators understand that these activities are now booked in the workplan and should be completed by TE. Finally, 3000 people are expected to benefit from knowledge shared online of which the Project has documented 1565 views or 52%. The project has realized 38% of the programmed outputs but has achieved 102% of the MTE targets. Given the surveys and work needed to reach the targeted audiences, the Outcome is rated as **Green/Satisfactory** and is trending upwards towards Highly Satisfactory by TE.

Outcome 2.4. seeks enhanced collection and dissemination of new knowledge gained from TRI experiences by national project teams and stakeholders. To that end, FAO has produced beyond the 5-of-5 planned documents/presentations on lessons learnt and produced by the NCPs with the support of the GCP Documents. Evaluators accessed these resources in the D-groups Library, multiple Webinars on ROAM and FLR and finally 4 countries presented in the World Forestry Congress in May 2022. (See [Annex 12](#) for details). In addition, FAO sought to provide 5,000 people with access to new information in the NCPs through improved dissemination methodologies. Per metrics provided, FAO exceeded 100% through the FLRM website, social media, Forest and Landscape Restoration Mechanism Newsletter, and the XV World Forestry Congress. The Outcome target of 50 persons by EOP has been exceeded yielding a ranking of **Green/Highly Satisfactory** (HS) for the outcome.

Outcome 2.5 strengthens global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities. Specifically, the project produces 30 of an intended 15 documents gathered from the NCPs and online exchanges and shared these to a larger audience after editing/repackaging as warranted exceeding the target by 100%. The documents were accessed through the D-groups portal (See [Annex 12](#) for links). The outcome is ranked as **Green/Highly Satisfactory** (HS).

FAOs efforts have created an important anchor-point for this project. The vast digital resources and communities-of-practice have served as springboards for other IAs in the development of financing and policy outcomes. FAO’s special interest in the thematic aspects of FLR enables them to assign qualified experts to support the Child Projects through their digital media. FAO is also well positioned to support the sustainability of FLR related content and training. The forum, D-groups was widely appreciated by KIIs and effective in fomenting knowledge acquisition.

Component 3:

Component 3 focuses on creating sustainable financing for FLR through improving knowledge of financing and developing productive partnerships for financing “bankable” opportunities thereby addressing a significant gap.

To ensure that the workplan was not too significantly affected by Covid-19 pandemic, UNEP FI adapted its implementation strategy in consultation with the GEF Task Manager in the Ecosystem Division by increasing its reliance on online, virtual interventions. The rationale for the change was outlined in a

document ("Mentorship_Platform_Change_Rationale") circulated within the Global Child team for review and inputs before discussion with IAs and approved by the PSC.

Outcome 3.1. The Restoration Factory, an educational toolkit, rather than just a diagnostic tool, evolved into an online mentoring program aimed at turning TRI projects into attractive investments. The initial investment into designing and developing the platform has been possible by leveraging UNEP FI's own resources, to ensure sufficient TRI funds were available to deal with possible contingencies in the implementation of the e-training program. The program made significant progress towards strengthening and expanding the pipeline of investment-ready projects through its establishment and deployment. During the MTR implementation, information about the cohort and its impact has been summarized in a presentation that identified adaptations for improvement. With the expansion of the toolkit, eight 8 TRI projects have received training and are in the process of finalizing the assessment of their business potential. To complement this process, a training program on FLR finance for FLR is currently being developed. Finally, a partnership with the EU REDD Facility has been established to develop an FLR-focused version of their financial flow tracking tool (Restoration Explorer). Research initiated on solutions to capture FLR private finance flows and a targeted Report is forthcoming.

The EOP target of at least 4 countries using the Restoration Factory tool has been met. However, the training program has not been finalized. The three outputs are on-track with 90% of the midterm targets achieved. To reach EOP targets, the training should be finished and implemented. There is no indication on the number of stakeholders trained in FLR, so we assume all NCPs are the targeted stakeholders. Evaluators assign a rating of **Green/Satisfactory (S)** and is trending upwards.

Outcome 3.2. seeks enhanced opportunities and means through partnerships for financing FLR in TRI countries. This outcome is intended to build on the conditions established in Outcome 3.1 and focuses on direct commercial and financial interventions in the TRI countries. These interventions require partnerships to be able to realize on the ground investments, which continue to be a challenge. The establishment of partnerships has challenged UNEP FI because the process is early following the establishment and testing of the Restoration Factory. UNEP FI identified that the initial participants found the material complicated. To their credit, UNEP FI is developing a more appropriate content. oriented to the capacities encountered.

Although one partnership was cited as under development, evaluators consider that the target might be unattainable by the end of the project. In fact, only one entrepreneur of 13 participants in the first cohort successfully completed the incubation program. This does not detract from the effort, rather recognizes the time to deploy, reconfigure, and redeploy this highly needed tool. Future workshops in Restoration Finance are planned for deployment with FAO in Q3 2022.

UNEP FI overcame a serious delay to achieve a 60% of the outputs. Currently, none of the Outcomes are completed, but are under development. The ranking is Red/ Unsatisfactory (U) because of the missed partnerships targets. Evaluators understand that this indicator does not tell the story of this outcome and the potential for systemic change that could result from getting the Restoration Package redesigned and successfully deployed. Other commodity-based programs have demonstrated the impact of identifying bankable opportunities as a critical driver in upscaling efforts to counter forest loss in High Conservation Value Forests and landscapes. For that reason, evaluators urge the IAs to redefine this output and forego the requirement to book a partnership. Instead, it would be more productive to continue to develop and successfully deploy the program for entrepreneurs in an increased number of landscapes and countries that could enable further refinement of the tool. This action would also enable a more realistic ranking of the good work and time invested.

The composite score for Component 3 is Yellow/Moderately Unsatisfactory due to the late start, the impressive connection with 8 countries and taking into consideration the Unsatisfactory score for not achieving partnerships. With the recommendations presented, the component will demonstrate favorable results and may even land a partnership. This score is trending upward.

Beyond the score, evaluators cannot emphasize enough the importance of this Component. Experiences generated from GEF Commodities projects demonstrate that identifying “bankable” solutions is crucial to generating interest in sustainable production and requisite to building trust and eventually upscaling. The process takes time and UNEP FI has taken the position of beta testing their ideas and reworking them to perfect the delivery of the Restoration Factory. This outcome is so critical to upscaling FLR, evaluators urge the project to consider an extension to adequately develop this concept in additions to supporting the suite of child projects. This aspect is analyzed below in the sustainability section.

Component 4:

Component 4 seeks an in-country enabling environment and increased national and sub-national commitments to FLR.

Outcome 4.1: seeks “enhanced in-country enabling environment for FLR and increased national and sub-national commitment to FLR.” Specifically, the Outcome is supportive of national and sub-national policy and regulatory frameworks of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.

To that end, the project has produced and disseminated FLR case studies and policy briefs. Two of two programmed policy briefs were completed (100%) on FLR coordination mechanisms and FLR-supporting policies. To support an FLR campaign, Policy Influencing Plans (PIPs) have been developed in each of the 5 countries (100% of target) of those that requested policy support (São Tomé and Príncipe, both Kenya projects and Cameroon). KIIs spoke very favorably of the PIP development process and the training and information provided.

In terms of overall achievements, the outcome indicator requires 2 values: the number of enabling environment enhancements and number of new commitments. However, there is no target set on the former. In absence of defined targets, evaluators have accepted the argument that all countries requesting policy support received it. Therefore, the achievement is 100%. The GCU indicated that 14 case studies might be achieved by EOP. Given that, evaluators urge the GCU to define their expectations and declare a numerical target soonest, adjust the Results Framework accordingly and hence enable a more objective evaluation at TE. With reference to the latter value, the EoP target of 2 new country commitments to FLR, Pakistan increased their pledge to the Bonn Challenge in 2021. Other pledges can be seen in the updated NDCs with improved integration of Nature-based Solutions such as Guinea Bissau, Kenya, Myanmar and Tanzania (5 countries), exceeding the target. As in the former case, evaluators urge the GCU to define a target for this indicator.

In terms of achievement of the outputs the Project realized 100% of the outputs and 100% of the targets at the outcome/level. The ranking is **Green/Highly Satisfactory (HS)**.

Outcome 4.2. strengthens the capacity to assess and monitor biodiversity impacts from restoration. Specifically, the Project seeks evidence of increased knowledge and capacity at different levels to plan for and manage biodiversity impacts from FLR. In support of this, the project creates a Framework for Monitoring Impacts to Biodiversity for FLR and site-testing of draft guidelines and new tools for monitoring biodiversity impacts.

The Project sought deployment of the Species Threat Abatement and Recovery (STAR) methodology and made progress in developing an approach and analysis supporting a more detailed Baseline STAR

Assessments (ongoing). STAR has many potential applications from informing project/landscape-level conservation and restoration planning, finance mobilization, and communications and policy influencing; to higher-level work including target setting at national, sectoral, and global levels. TRI-supported STAR as an important contribution to the policy dialogue by facilitating a workshop to present guidelines.

Following publication of (5) STAR Reports as a baseline, teams needed to validate the guidelines by capturing localized data for pilot sites which was unfortunately not possible due to COVID restrictions. Consequently, sites were not tested.

Along with the STAR methodology, additional knowledge products and tools including the TerraView tool for mapping FLR-relevant changes to project sites were developed. In addition, Project actions include 5 Ex-Ante STAR Assessments (low resolution), for Cameroon, CAR, Kenya ASAL, Kenya Tana, Myanmar, as well as the 3 high-resolution STAR Assessments provided for Cameroon, Kenya (both projects). No survey but we did have follow up meetings and presentations with all teams, all of which appreciated the assessments.

In terms of achievements, the Project executed 67% of the states outputs and yielded 75% advance against the established Outcome-level indicators. Given the COVID-related delays to *in situ* validation The Outcome is ranked as **Yellow/Moderately Satisfactory** (MS). There is evidence that the Project is working to increase capacity. Regardless, a target audience survey is yet to be undertaken to measure the impact of the tools deployed. Without that evidence, evaluators assign an MS with the understanding that this is likely to trend upward as more results develop.

C.3 Project Implementation and Adaptive Management

The evaluation team has assessed project implementation and execution including adaptive management, project finance and co-finance, monitoring & evaluation, and risks management.

C.3.1 Project Implementation & Execution Modality

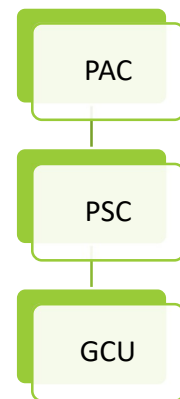
The TRI Global Project is jointly implemented by three IAs: IUCN, FAO, and UNEP. At project design, it was established that individual project components were to be executed by the different agencies according to their specialties: IUCN is the lead agency responsible for the TRI Global Child Project and is responsible for leading Components 1 and 4, FAO is leading on Component 2, and UNEP Finance (UNEP FI) is responsible for executing Component 3. Each agency also has direct relationships in their role as the GEF IAs for the National Child Projects as illustrated in Table 7 below:

COUNTRY	PROJECT NAME	IMPLEMENTING AGENCY
Global	Global Learning, Finance, and Partnerships project under TRI	IUCN, FAO, UNEP
Cameroon	<i>Supporting landscape restoration and sustainable use of local plant species and tree products for biodiversity conservation, sustainable livelihoods and emissions reduction in Cameroon</i>	IUCN
Central African Republic	<i>FLR in Supporting Landscape and Livelihoods Resilience in CAR</i>	FAO
China	<i>Building Climate Resilient Green Infrastructure: enhancing ecosystem services of planted forests in China through forest landscape restoration and governance innovation</i>	IUCN
Democratic Republic of the Congo	<i>Improved Management and Restoration of Agro-sylvo-pastoral Resources in the Pilot Province of South-Kivu</i>	FAO
Guinea-Bissau	<i>Protection and restoration of mangroves and productive landscapes to strengthen food security and mitigate climate change</i>	IUCN
Kenya-Tana Delta	<i>Enhancing integrated natural resource management to arrest and reverse current trends in biodiversity loss and land degradation for increased ecosystem services in the Tana Delta, Kenya</i>	UNEP
Kenya-ASAL	<i>Restoration of arid and semi-arid lands (ASAL) of Kenya through bio-enterprise development and other incentives under The Restoration Initiative</i>	FAO
Myanmar	<i>The Restoration Initiative Myanmar, Reversing Forest degradation and deforestation and restoring forested landscapes through local multi-stakeholder management</i>	IUCN
Pakistan	<i>Reversing deforestation and degradation in high conservation value Chilgoza Pine Forests in Pakistan</i>	FAO
Sao Tome and Principe	<i>Landscape Restoration for Ecosystem Functionality and Climate Change Mitigation in the Republic of São Tomé e Príncipe</i>	FAO
United Republic of Tanzania	<i>Supporting the implementation of an integrated ecosystem management approach for landscape restoration and biodiversity conservation in the United Republic of Tanzania.</i>	UNEP

Table 7. IA to child project relationships

The TRI Program has a three-tiered governance structure guided by a Program Advisory Committee (PAC) comprised of IA representatives, the GEF, as well as rotating representatives from the TRI child projects and relevant external partners with FLR expertise. The TRI Program Coordinator is the PAC Secretary. Invitations to PAC meetings change over time depending on the needs and circumstances of the Program and members.

The PAC meets annually to provide strategic advice to the Program and child projects; reviews progress; advises on key milestones; identifies points for review; and supports program and child project-level partnerships to achieve objectives, especially those focused on mobilization of funding for FLR; and provides input to Program-level workshops and events.



The Project Steering Committee (PSC) is comprised of the three IAs and provides oversight to the Project. Specific functions of the PSC include approval and review of annual workstreams, annual reports, and provides direction on adaptations to project implementation and execution of the components and informs the PAC. The PSC also provides continuous *ad-hoc* oversight and feedback on Project activities, responding to inquiries or requests for approval from the GCU and Project EAs. The PSC also coordinates the execution of the TRI Program, ensures coherence among all child project interventions, activities, and key stakeholders; engages and shares information with internal and external partners in relevant regional and/or global *fora* as a means towards advancing overall Program goals. The PSC linkage to the Child Projects is through the respective IAs.

The GCU was established to facilitate the dual role of Program and Project-level coordination. IUCN is the Lead GEF Agency for both the TRI Program and TRI Child Project coordination in collaboration with the GEF Co-Implementing Agencies. The GCU monitors the progress of the TRI Project and reports to the GEF Secretariat and GEF Independent Evaluation Office annually on the status of the Project through annual Progress Implementation Reports (PIR) and coordinates the Project's M&E Plan.

The GCU is comprised of a Program Coordinator, a Communications Lead, and M&E lead, and a Policy lead with administrative and financial functions provided by IUCN. That structure was evolving at the time of the MTE with a Program Task Manager and the Policy Lead acting as the Project Coordinator.

With regards to the functionality and effectiveness of the Project Implementation and governance aspects, the following provides the key findings:

In terms of Project governance, the three-tier structure provides adequate upstream and downstream communication and integration between the levels as well as lateral communication with sector experts.

The information packages provided to the PAC have been developed with the support of outside consultants and provide a snapshot of the program and the issues to be addressed. The responses and guidance received were also documented. The PAC was expected to meet at least once per year in-person at a side event linked to the Annual TRI Knowledge and Learning workshops, and virtually at least one additional time each year as necessary. Unfortunately, only two PAC meetings (2020, 2022) were held during the 47 months of project implementation. Both were virtual due to COVID-19 travel restrictions. Citing the significant time needed to prepare materials for the meetings, the PSC decided that one PAC meeting per year was feasible. Evaluators support the decision to reduce the PAC meetings to an annual basis. The move creates a better vantage point for the PSC, allows sufficient time for development of the Child Projects, reduces cost, and provides an external feedback loop to the PSC and GCU.

Although the PAC meetings were programmed in Annual Work Plans, only 2 meetings were held. Since these were digital, the question arises as to why the other meetings were forfeited. Regardless, the Program has run for long periods of time without the engagement of the Project's governance structure. The real value of annual meetings to Program and Project Management alike is the thought process and self-reflection that goes into preparing them. The annual meetings force management to take stock of the Program and reflect on the successes and adaptations needed. With only 2 meetings in 4 years of project implementation, the PSC and GCU forfeited the associated opportunities and benefits.

There is great value in in-person meetings where fluid dialogue and ideas flow often in unscheduled times. To keep costs down and accommodate languages and time zones etc. the PAC rotates the attendance of 3 representatives from different child projects. The PSC and GCU can consider switching to an all-digital format. This will provide access to as many interested Child Project authorities and GEF focal points as observers (no voice, no vote) as possible as well as interested sector-related observers. A digital format can also facilitate suggestions via chat, the publishing and sharing of the meeting video and support materials, and transcription for translation into the child project languages. This will also lower the carbon footprint of the Program.

The PAC members, especially external members from FLR allied organizations, can be strategically identified e.g., the Bonn Challenge, Decade, Universities, Research institutions, industry representatives or others as members and recruited to support the scope of work of the TRI, which should be revised to increase advocacy opportunities, and the promotion of TRI. This could add value to a TRI strategy and support its sustainability.

Except for the Inception Workshop, the PSC has no documented Project-level meetings. In reality, there are many *ad hoc* meetings in addition to regular coordination calls. The members have a close/working relationship that facilitates both PSC and direct bilateral and multi/lateral communications between agencies. In that sense, involvement probably exceeds the semi-annual meeting frequency targeted in Output 1.1.5. and in the M&E Plan.

The PSC process, led by the GCU, is however informal in other aspects. The content and decisions made through most PSC interactions are only documented in summary emails or action points that are circulated amongst the participants. These are not systematically archived with no audit trail of decisions, diverse points-of-view, ideas, suggestions or feedback. While evaluators applaud a "least bureaucracy approach," some formality of archiving the critical project-related information is warranted, even if this is simply saving and archiving emails to a dedicated file. As described earlier in Section C.1, the PSC could benefit from a semi-annual exchange of monitoring information that could inform the Global Child Project management, facilitate adaptations, and confirm key decisions.

Also document related, there was no consolidated inter-agency annual workplans for the Child Project that enables partners to see the big picture of the upcoming year or follow-up actions on previous PSC recommendations. No approval is documented.

Only IUCN documents were made available to evaluators during the desk survey. No information was available on budget execution, annual workplans, oversight reports, etc. from FAO or UNEP. There was no formal SharePoint established between IAs for collating workstream related information, oversight, lessons learned, or accessing PAC reports, etc. The key reports are separate, in separate formats per IA, and contain different information. There was no agreement between IAs on the types of information needed for program/level summary reporting or for the Global Child Project within which each plays a role. This should have been a key consultancy or internal workshop at start-up and agreed upon in the Inception Workshop with follow-up by the GCU. Given that the Project has three co-implementing IAs an

agreement is the essential information necessary to facilitate decision-making and to facilitate external audits and evaluations or provide continuity in the event of staff changes.

Members of the PSC from all IAs and the GCU changed during project implementation. KIIs reported that Senior IA representatives are always assumed to be part of the PSC. Others acting within the PSC while serving distinct and defined roles as part of their project execution and implementation teams, including the Program Coordinator and other staff, defer to the senior institutional leads, without certainty of whether they are on the PSC. The PSC requires better definition and an updated scope of work focused on the Project should be communicated to stakeholders. By contrast, the PAC and its functions are well documented.

IUCN and UNEP experienced turnover of key staff, which caused inconsistency of execution as cited by KIIs as challenges to project execution. Staff changes were not accompanied by timely and wide dissemination of the new staff and their role. IUCN created an additional management position by segregating Program actions through a Program Task Manager and a Project Coordinator. There is currently no organizational chart for the project functions or evidence of a PSC authorization of the new roles and TORs. At the time of the evaluations, the GCU's positions were covered by part-time personnel dividing their time amongst other projects.

Evaluators attempted to understand how the Global Child Project creates value for the National Child Projects, a key aspect of sustainability. Are they better off with a Program-level GCU? The project document states, "...*The Global Child project, particularly through its Global Coordinating Unit, will work to capture synergies among national child projects, and capitalize on emerging opportunities presented over the course of TRI.*" In response to a written questionnaire, evaluators received the following response, "*The capturing of synergies is not included as a specific outcome or output in the global child results framework, so we don't have a specific indicator for this. However, the common M&E system with common indicators, dedicated webinars and reporting annual exercise provide opportunities to capture synergies among child projects.*" Evaluators feel that within each component (2 to 4) there are abundant tools, information, methodologies, and experiences that will create synergies in FLR knowledge, procedures, policy work, biodiversity and resource assessment and financing that would clearly support the efforts of any child project or GEF SFM projects. It is recommended that TRI look beyond the indicators and think strategically about how to capture the synergies and tell the story of the program. To the contrary, the TRI program will miss an important opportunity to demonstrate value both of TRI and FLR. We would recommend a workshop to elicit ideas, perhaps several events with mixed audiences as an incubator, mixing national and international perspectives. A similar activity could be done focused on thematic schemes, such as mangrove production. The IAs are in touch with interesting projects in, for example, mangrove restoration from within and from outside TRI. Getting these personalities and organizations together could make for some productive synergies. This would require that the GCU and PSC has a close knowledge of the challenges facing the Child Projects and establish close relationships.

Another possible activity is to create a MOOC using video lessons both internationally and from the field. Through the collaborative process, both in setting-up the program and through the collaboration with participants, a wide range of situations and synergies can be discovered.

Within that context KIIs indicated that the GCU was not meeting expectations in creating additional opportunities for the Child Projects. The GCU has not penetrated the child projects as a leader and developed an according relationship that could connect TRI Child projects to lessons learned from similar thematic areas from around the globe. Establishing thematic discussions on technical themes, such as mangrove establishment involving both TRI and non-TRI assets might be an opportunity. That type of relationship facilitates the capture of opportunities and resources and passing them on to the child projects for action. A strong operational relationship with the Child projects, distinct from the respective

IAs is generally recognized as a strong suit of other GEF Program management structures. On the positive side, the IAs perform this function to a degree within their Child Projects with cross-cooperation between each other indicating that the process does not necessarily need to be centralized. Going forward, this should not be viewed as a weakness, rather as an opportunity.

C.3.2 Project Implementation by Executing Partners

The previous section defined the results at MTE for each outcome and the efficiency with which the results were obtained. In this category, evaluators probed the qualitative aspects of how the results were obtained.

Each IA is also an executing partner. Each is an expert in their corresponding thematic area related to their respective components. Therefore, the agencies selected for execution of the components are effective. Each produced and shared products with each other and maintained dynamic relationships. For example, FAO assists and promotes UNEP FIs Restoration Factory, etc. Each brings to the table highly qualified professionals in their areas of endeavor. Those professionals have established productive and effective relationships with each other and with the NDCs. These relationships were fluid, without bureaucratic interference and focused on solving problems or making improvements or in disseminating information. Effectively, these relationships create collaboration in real time and compensate for the lack of formalized (or documented) collaboration. Collaboration between IAs when acting as EAs is very effective. All persons interviewed from all agencies spoke passionately about their activities and about FLR. KIIs indicated that each IA established a safe and productive workplace, fostered dialogue and exchange of ideas. The IAs also brought to the project their own blend of science, knowledge, experiences, professional talent, and connections to other related expert organizations.

The challenges of having 3 IAs with concurrent roles as EAs in some cases are the internal bureaucracies and controls which are sometimes not compatible, different theories of change, and all have mobile staff that led to changes mid-stream. By far, the benefits outweighed the challenges.

The opportunities that were created are based on the mix of finance, policy and knowledge, all core elements for restoring sensitive landscapes that each agency will find useful in many future circumstances.

C.3.3 Project Implementation Progress

Figure No. 6. demonstrates the budgeted vs actual cumulative GEF grant expenditures from all TRI Global Child Project partners, as of December 31, 2021.

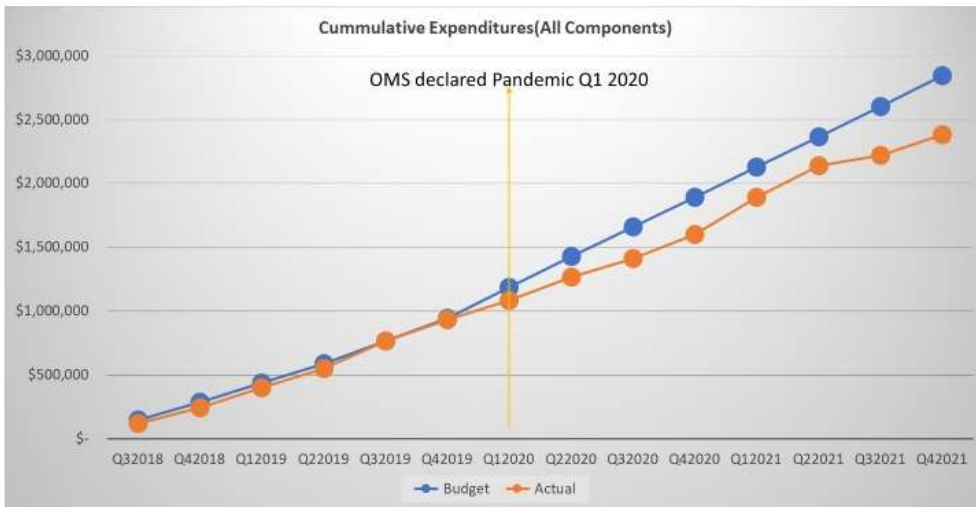


Figure No. 6. Cumulative Expenditures (Consolidated) to Q4 2021

Cumulative general ledger delivery against total approved amount (in Project Document)	Components 1, 2, 3, 4 & PMC: 75%; \$2,384,325 U.S. out of \$3,519,725 U.S total approved budget; 81% of total approved budget by the 3 rd year of implementation (\$2,935,978 U.S.)
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Implementation progress can be rated as **Satisfactory**, as implementation is proceeding as planned. Overall, the project is managed well, and risk management is on track, with a delivery rate of 75% as shown in Figure No.6. The performance rating is further justified considering that the project started Q3 instead of Q1 FY2018, by December 31st, 2021, and the total budget executed at the end of 2021 (Year 3) \$2,379,333 U.S. with a financial delivery rate (81%) is in line with what expected at this stage of implementation, also considering the late start of Component 3 due to COVID-19 travel restrictions.

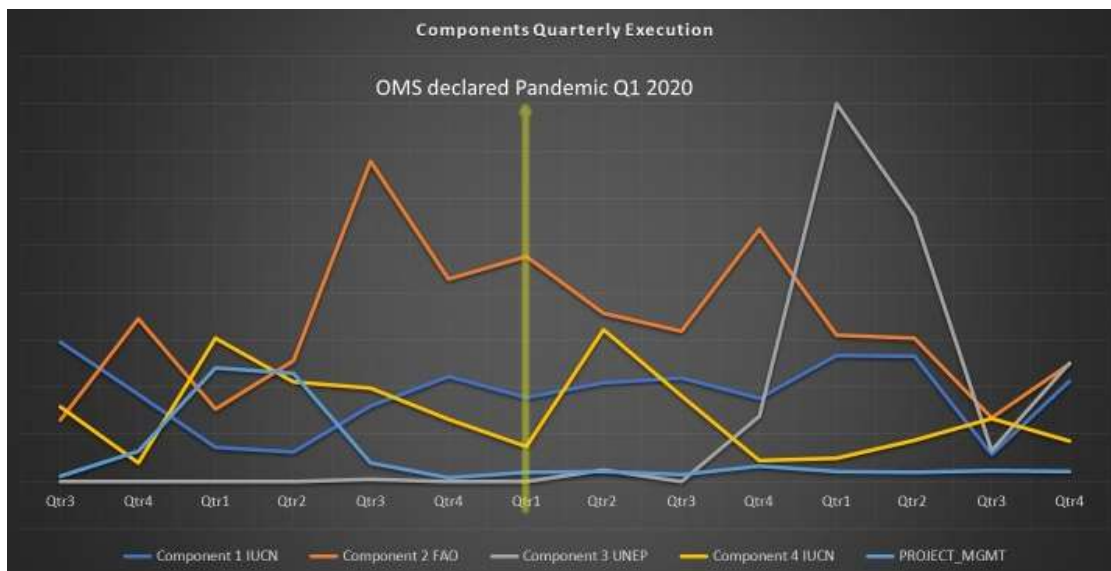


Figure No. 7: Components Quarterly execution

Figure No. 7 shows low impact of COVID-19 on Component 1, a decline on Component 2, an increase on Component 4 and Component 3 was just about to start implementation when OMS declared Covid-19 pandemic. A Covid-related slow-down in actual expenditures can be seen in Q1 and Q2 of 2020.

According to PIR 2020 and 2021, travel restrictions due to COVID-19 delayed the achievement of some workshops and activities in the National Child Projects. The Project was able to take adaptive measures such as: shifting from in-person meetings and activities to online platforms, additional small investments to enhance projects teams' capacity to work online, including equipment and software purchases and training, use of implementing agency in-country offices and facilities in accordance with local COVID rules.

The Project was able to shift implementation online via e-learning, online workshops/webinars and relying on virtual meetings for global support on policy, monitoring, capacity building and finance. Despite the high levels of participations in the online learning, workshops, and webinars, there were some challenges such as reliable and stable internet connection or access to computers to ensure full and active participation. The lesson learned is that online platforms do not entirely replace on-the-ground implementation and personal interactions. Virtual processes still represent serious challenges in the target countries.

The results revealed the trends in budget execution, changes between the pre and post COVID project execution, and costs of the attainment of outputs to the midpoint of the project. These compared with the results of the effectiveness analysis described in C.2. provide a picture of the overall management results.

C.3.4 Project Management Costs

Figure No. 8 illustrates the cost of Project Management Budget followed by Table 8 indicating the Project Management expenses. The cost of project management by the MTE was \$167,600 U.S. or 92% of budget.

As managers also provided technical support to Components 1 and 4, evaluators were unable to determine which percentage of these costs went to project management support vs. technical support. Cofinancing was \$135,000 U.S. or a total of \$302,600 U.S.

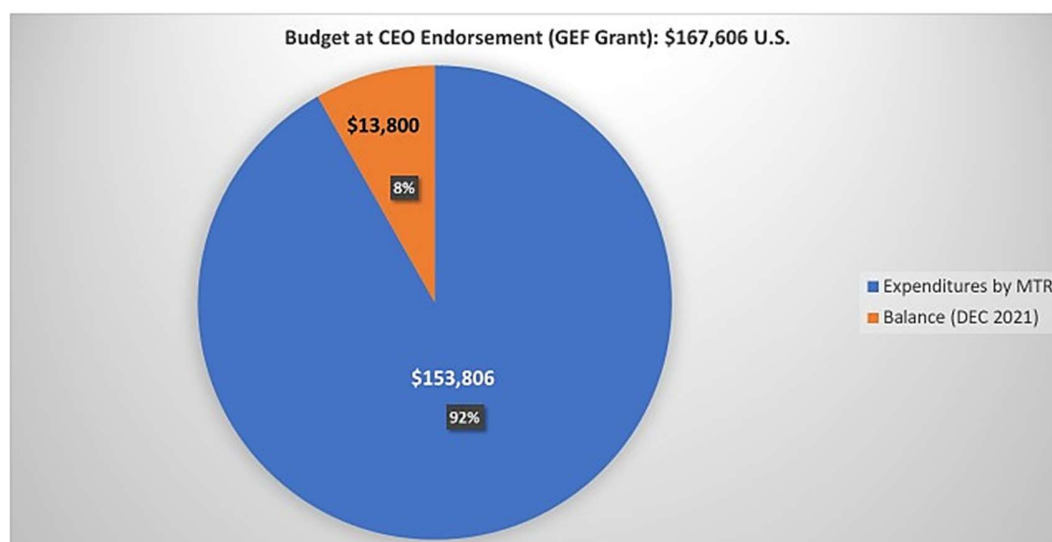


Figure No. 8. Project Management Budget Execution

Budget Categories	All Years Budget
	PMC
Project Personnel, International Consultants	73,125
Project Finance & Admin Support.	80,731
Travel	13,750
Workshops, events, and training	0
Printing and AV materials	0
External evaluations	0
Total	167,606
2018-2021 Actuals	PMC
Actual Expenditure	153,803
Balance	13,803

Table 8. Project Management Expenditures

C.3.5 Oversight

As mentioned in the previous section, the PSC provides oversight to the IA on matters related to child projects. Per the approved GEF Project documents, IUCN is responsible for Program-level oversight. IUCN, the implementing agency, has an oversight team. Each IA, all qualified GEF agencies, have established monitoring and evaluation and oversight capabilities to differing levels of sophistication. In all cases, there are layers of oversight ranging from project consultants to area/geographic managers, technical advisors, and project directors. KIIs at the national-level confirmed their interactions and appreciation for these different layers and, in several cases requested more contact. At the IA level, KIIs were able to discuss in detail events relating to each of their child projects and often from many different people in the organization with different roles. There is full engagement with both the TRI child project and the NCP in the portfolio. Evaluators confirmed that each institution also files an oversight report from missions. The results or lessons learned are available through each IA. Unfortunately, TRI does not have a process to collate the ideas, problems solved, or lessons learned at the Program-level. This becomes an additional opportunity to periodically share the lessons learned from oversight missions and stimulate problem solving at the program level.

For the quality and experience in oversight, a rating of **Satisfactory (S)** is assigned. Table 8 below indicates that the rating for Implementation, Oversight & Implementing Partner Execution is **Satisfactory (S)**.

Implementation/Oversight & Implementing Partner Execution	Rating
Quality of IUCN Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Oversight and Execution	S

Table 8. Implementation, Oversight & Implementing Execution Ratings

C.3.6 Project Finance and Co-Financing

IUCN and partners have successfully and efficiently deployed the Project's finances. The total value of the project was \$7,419,725 U.S. at CEO endorsement: \$3,519,725 U.S. in GEF Financing and \$3,900,000 U.S. in Co-financing. At the Midterm Review, the total project value remains the same, with no new co-financing.

Project Components (in \$)	GEF Project Financing	Confirmed Co-financing	Total Costs
Component 1: TRI Coordination and Adaptive Management	833,803	190,000	1,023,803
Component 2: Capture and Dissemination of Best Practices and Institutional Capacity Building	1,019,333	1,085,000	2,104,333
Component 3: Mobilizing Domestic and External Funding for Large-Scale Restoration	824,087	1,420,000	2,244,087
Component 4: Policy Development and Integration and FLR Monitoring Support	674,896	1,070,000	1,744,896
Subtotal	3,352,119	3,765,000	7,117,119
PMC	167,606	135,000	302,606
Total Project Costs	3,519,725	3,900,000	7,419,725

Table 9. Total Project Costs

Each Implementing Agency is responsible for Financial Management and applies its own internal procedures for the portion of Project funds under their respective management. For Project funds supporting Component 2, under management by FAO: financial management and reporting in relation to the GEF resources are carried out in accordance with FAO's rules and procedures, and in accordance with the agreement between FAO and the GEF Trustee. The same applies for UNEP under Component 3. Based on the activities foreseen in the budget and the project, the IAs undertake all operations for disbursements, procurement and contracting for the total amount of GEF resources.

All goods and services required for this project are procured according to procurement rules and guidelines of the respective IAs for which goods and services are being procured.

The following table shows the Global Child Project Overall Finance and Co-Finance at MTR:

Project Financing	At CEO endorsement (US\$)	At MidTerm Review (US\$)
[1] GEF financing: (\$1,676,305 IUCN; \$1,019,333 FAO; \$824,087 UNEP)	3,519,725	2,379,333
[2] IUCN contribution: (\$1,560,000 in-kind; \$390,000 cash)	1,950,000	1,579,500
[3] FAO contribution: (in kind)	750,000	500,000
[4] UNEP contribution: \$1,000,000 Grants UNEP/ \$50,000 UNEP-FI (in-kind); \$150,000 UNEP-FI (grants)	1,200,000	972,000
[5] Total co-financing [2 + 3+ 4]:	3,900,000	3,051,500
PROJECT TOTAL COSTS [1 + 5]	7,419,725	5,430,833

Table 10. Project Financing and Cofinancing at MTE

The following table shows the Global Child Project actual Co-Finance amount contributed at stage of MTR:

GLOBAL CHILD PROJECT CO-FINANCING

Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
FAO	In-kind	750,000	607,500	81%
IUCN	In-kind	1,560,000	1,263,600	81%
IUCN	Grants	390,000	315,900	81%
UN Environment REDD+ Programme	Grants	1,000,000	931,500	93%
UN Environment Finance Initiative	In-kind	50,000	40,500	81%
UN Environment Finance Initiative	Grants	150,000	-	0%
Totals		3,900,000	3,159,000	81%

Table 11. Global Child Project Co-financing

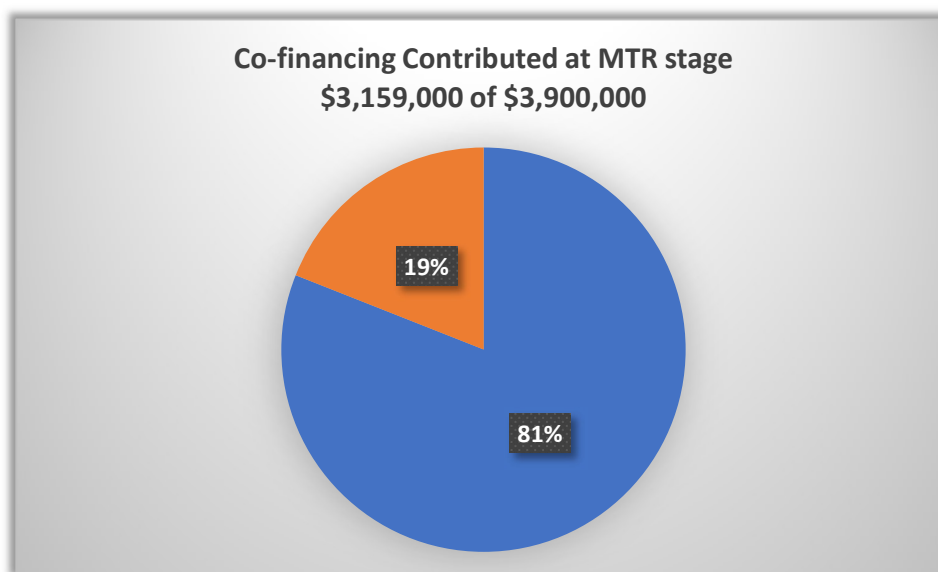


Figure No. 9. Co-financing contributed at MTR stage

By the MTE, the Project executed 81% of the total estimated co-financing for the Project.

C.3.7 Project Monitoring and Reporting

Project monitoring and evaluation is conducted in accordance with established IUCN and GEF procedures by the Project team and the IUCN-GEF Coordination Unit. A budgeted Monitoring and Evaluation Plan was included in the ProDoc including roles and responsibilities in the M&E plan. ([Annex 14](#)). The M&E Plan was

practical and well-conceived and is executed by IUCNs Project Manager with support from IUCNs international Monitoring, Evaluation and Learning staff based-on the indicators outlined in the Logical Framework. Likewise, the other IAs have M&E capacity that informs IUCN for GEF reporting.

The M&E Framework was socialized during the Inception Workshop in September 2018. Following guidance from the GEF Secretariat³³ on revisions to track GEF7 results and December 2018 guidance³⁴, IUCN presented the nine GEF Core Program Indicators standard for all child projects as the tracking mechanism for Progress to Impact. Through a participatory process, indicators were developed for each of the Core Indicators. A second-round revision of M&E Framework took place in 2020, after 2 years of implementation, which was further disseminated to TRI partners via Webinar. TRI global partners convened, and M&E working groups to develop and improve the TOC, core indicator fact sheets, reporting templates, and the M&E Guidance were implemented.

The new templates provided inputs to inform PIRs from July 2020 to June 2021. Capacity problems emerged and, as a result, not all the NCPs are using them correctly. Table 12 provides a list of countries engaged in the tracking of core indicators.

Countries Including and Using the new template in their PIRs correctly	Countries not including and/or using wrong the new template in their PIRs
China	DRC
Kenya UNEP includes data for GEF core indicators but not the new TRI MEL templates	Kenya FAO
Cameroon	CAR
Guinea Bissau	STP
Myanmar	Pakistan
-	Tanzania* NOT PIR so far since project started in 2022

Table 12. List of countries correctly logging GEF 7 Core indicators

The Program management functions were discussed earlier in this report in both Component 1 and earlier in this section. Based on those presentations, the M&E plan is being implemented with mixed results due to capacity problems. As reported, the work planning process is undertaken by agency and internally to their own systems making a comprehensive M&E process difficult across all three IAs. Best practices from other Program-level initiatives demonstrate that functions such as M&E and knowledge sharing need to be defined prior to the development of Child Projects so that these can be incorporated into the design of the roles and responsibilities of the Child Projects. IUCN and partners to their credit attempted to build capacity through workshops and webinars in response to the capacity gap. Unfortunately, that gap requires investments not considered in the project design. The Global Team is conducting a survey to understand where the challenges are for the NCPs to take the appropriate measures before the next round of reporting. Issues raised confirmed a low capacity to take measurements for several indicators, inappropriate timing, and simply not understanding the guidance, amongst others.

³³ https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.11.Rev_.02_Results.pdf

³⁴ See "Guidance Note on Changes to TRI Program and Child Project Results Frameworks," distributed to all TRI child projects and available on the internal D-group TRI file sharing platform

As mentioned, timely reporting on program-level progress is difficult because there is not a coordinated annual work planning process. Evaluators do not see the need for a coordinated development of workplans, rather the coordinated sharing of information on the progress to results, progress to indicators, risks, and tracking of adaptations and their success. As mentioned earlier, sharing of lessons learned during site visits with a discussion forum to pull the lessons learned and knowledge for sharing would go to the essence of a Program-level M&E program.

The Project-level M&E effort is hampered by several inadequate indicators as mentioned in Section C.1. and in Section C.3.1. of this report. KIIs often confused Program and Project-level M&E. The approved Project Document includes a costed M&E Plan. Many elements of the plan are GEF requirements that are also included in the Results Framework as outputs, such as for example, the Project’s MTE and TE. This creates unnecessary confusion and duplication in the Results Framework. Section C.1. recommends a revision of the targets to assure that the data obtained effectively tells the story of the project and the TRI Program.

The M&E Plan follows GEF guidelines and is considered **Moderately Satisfactory** as it did not take national capacity into account. This was not the fault of project staff, rather of the design phase. The implementation receives a higher mark for attempting to mitigate the problems first by understanding the problems through a survey and later through training and accompaniment. Gaps in reporting caused by cancelled PAC meetings negatively affected the M&E function. For that, the Implementation receives an MS or **Moderately Satisfactory**. The overall ranking is **Moderately Satisfactory**.

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	MS
M&E Plan Implementation	MS
Overall Quality of M&E	MS

Table 13. Monitoring & Evaluation Ratings

C.3.8 Risk Management

Potential risks that could affect the progress and achievement of the Project’s objectives, as well as the proposed mitigation measures are monitored through the Project Implementation Reports (PIRs) and the Program Progress Reports (PAC reports). However, the risks identified at Project approval and the planned mitigation measures have not been revised. ([Annex 15](#)).

The Global Child Project’s latest PIR 2021 reports the following two potential risks giving the project an overall risk rating of “Moderate”³⁵, meaning that there is a probability of between 26-50% that assumptions underlying achievement of project objectives may fail to hold true.

- That operational delays continue and problems in sequencing of delivery of global supports to national child projects from ongoing Covid pandemic.

³⁵ Risk ratings assess the overall risk of factors internal or external to the project that may affect implementation for achieving project objectives.

- Some of the delays occurred regarding execution of national child projects - related to security risks due to ongoing socio-political crisis in Myanmar, Cameroon, DRC, Guinea Bissau.

The principal risk cited by National Child Projects with Low or Moderate risk ratings are Covid-linked delays and restrictions on travel. Other risks include ongoing security risks in the southwest part of Cameroon, that has resulted in the dropping of one of four project sites, and an ongoing socio-political crisis in Guinea Bissau. The Project teams and implementing partners have identified appropriate risk mitigation measures and are closely monitoring the operating environments going forward.

Revised Risks Assessment at MTR:

Original Risk (in ProDoc)	Revised or New Risk	Original Rating	Revised Rating	MTR Findings on the revision
Countries are not sufficiently committed to FLR to make necessary policy reforms		Moderate		Moderate
Knowledge products generated by the Project do not meet the direct needs of intended audiences		Low		Low
National child project teams are not sufficiently motivated, able to attend trainings and other Global child supported events or have the capacity to assimilate the information presented.		Low		Moderate UNDP FI Restoration Factory training bears this out.
Project outputs lack sufficient means for reaching target stakeholders and fail to cut through information flow to have a sizable impact.		Low		Moderate
Lack of projects suitable for private finance identified in countries, thus making development of bankable projects challenging		High		High
Limited interest from TRI countries in developing bankable FLR projects		Moderate		Moderate
Current and future climate change impacts threaten the sustainability of restoration investments		Moderate-Low		Low (not on this timescale)
	Operational delays and problems in sequencing of delivery of supports to national child	Low	Moderate	Moderate

	projects from ongoing Covid pandemic			
	Some of the delays occurred also regarding execution of national child projects - that also related to security risks due to ongoing socio-political crisis in several TRI countries – Myanmar, Cameroon, DRC, Guinea Bissau.	Moderate	Moderate	Moderate
	Low bandwidth or limited access to internet	Moderate	Moderate	High
	Overload with too much information	Low	Low	Low
	Zoom Fatigue	Low	Low	Moderate

Table 14. Revised Risks Assessment at MTR

The Global Child Project manager and team identified and implemented a management response to an unforeseen risk: COVID-19, which is now not only monitored in the PIRs but has a dedicated section to report on Covid-19 impacts and the adaptive responses being taken. Like everyone, the pandemic caught everyone by surprise. Currently, there are risks that are real, such as non-participation, that are identified and will not deal a surprise blow to the project if they materialize.

Recommendations:

- Keep and update a Risk Register on an annual basis.
- Report Risks on a semi-annual basis (in the Project Progress Report) to be shared with the PSC.
- Close those risks that are no longer relevant and update management measures to monitor the ongoing activities and ensure that they are being effective to mitigate the related risk.
- Project implementation risks should be discussed under the Adjustments section in all PIRs.
- When a management response is triggered, the Project Team should register the response in an Adaptive Management Practices Log to keep track of all the risks, concerns, and opportunities. The adaptive management practices logged could relate to issues like coordination, revision of project log frames, reallocation of funds and, especially, the creation of new mechanisms and strategies to achieve targeted improvements.

C.3.9 Cross-cutting issues: Stakeholder Engagement/Gender

Among the barriers to forest landscape restoration identified in the PRODOC is the “*Failure to incorporate gender considerations*”. At present most of the efforts in relation to forest and landscape restoration are gender blind. In response to a need to promote a gender-responsive approaches and to address gender gaps and overcome historical gender biases in policies and interventions, Integration of gender into FLR has been prioritized by the NCP teams for enhanced knowledge products under Output 2.1.1 (*Existing tools and knowledge resources are repackaged and enhanced with case studies for use by project stakeholders*).

There is no evidence of knowledge products on gender integration into FLR nor data (on beneficiaries or participants). Indicators and data are not desegregated by gender in PIRs. Only TRI Program CORE Indicator #5 requires *Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment*. The 2022 Program Progress Report shows that 6 of 10 NCPs are now providing gender disaggregated data. IUCN's Global Programme on Governance and Rights' three decades of work on gender-responsive programming is contributing to knowledge generation tailored to the participation and support of disadvantaged population groups like women, youth, indigenous people, and local communities in TRI programme.

Gender-responsive FLR is central to the way FLR is supported and promoted by the three TRI partner agencies. Integration of gender considerations into FLR planning processes was presented and discussed with all TRI national project teams attending the TRI Program Workshop in Naivasha, February 2019. National project teams were also surveyed to assess their respective needs and interest in additional capacity building and support on gender from the TRI Global Child project. A full session on gender was organized by FAO and IUCN for the October TRI Program workshop, held in Rome, Italy, for the benefit of all TRI national project teams. Gender related materials are available through the FLR digital communities.

The TRI Project is in essence a management project with an intrinsically limited stakeholder engagement. However, as EAs and in the implementation of the components 2 through 4 and there is ample stakeholder engagement is at the heart of knowledge activities, policy actions and training, and in the development and beta testing of the Restoration Factory and application of tools such as ROAM and STAR and through advocacy supporting FLR. Oddly, there is no **Stakeholder Engagement Plan** for the Global Child Project. A Stakeholder Engagement Plan that strategically connects stakeholder groups to the many individual actions of the IAs in areas such as Gender, knowledge and engagement through multiple fora within Component 2 would be advantageous to sustainability. In this case, a stakeholder plan would help "connect-the-dots.". The PIR should have reported on Stakeholder engagement. The PIRs from 2020 and 2021 do not present information specific to the Global Child Project. Instead, there is information from 3 of the 11 child projects. The Component 1 Partnership Strategy, yet to be implemented, could speak to the Stakeholder engagement aspects viewing actions with distinct stakeholder groups as strategic partnerships. The recommendation (Section C.1) to complete the Partnership Strategy also supports sustainability of the Program. Given the resources on cross-cutting areas from within each IA, there is a great opportunity to pool the lessons learned on Gender, stakeholder engagement, etc. into knowledge products for wider discussion within TRI.

C.3.10 Social and Environmental safeguards

During the formulation phase, a Social and Environmental Screening Report was prepared. As a management project, many of the environmental safeguard requirements were not applicable. No environmental or social risks were identified for the child project and the project risk categorization was therefore "low" risk. No commitment to maintaining a grievance mechanism specific to the TRI Program or the project was included in the project approval package. Grievance management is, however, internalized the safeguards intrinsic to each IA. A rescreening should be done every year to avoid effects related to changing conditions. An ESMS Screening Report is included in PIR 2021 rating the project is LOW. ([Annex 16](#))

D. SUSTAINABILITY

Sustainability as the *likelihood of continued benefits after the project ends*. Consequently, the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes.

There are three aspects of the Global Child Project that are expected to last after the project's life cycle: (a) the improved partnerships under a collective umbrella; (b) the Community of Practice moving towards systemic change; and (c) permanent availability for knowledge products and enhanced capacity for financing FLR. Following the GEF Guidelines, the four areas for considering risks to sustainability: Financial, Socio-Political, Institutional, and Environmental. A scale (Annex 1) ranging from Moderately Unlikely (MU) to Highly Likely (HL) is utilized.

Financial Risks to Sustainability

Although the Global Child project has a critical role for achieving TRI objectives both at the program and project levels, it is generally very challenging to generate sufficient funding for a Management Project.

Nevertheless, TRI investments in restoration value chains as well as efforts to develop incentives, tools, and partnerships for mobilizing sustainable flows of finance for restoration will increase the likelihood that TRI outcomes will be sustainable over the long term. Communities are expected to directly benefit from restoration interventions and improvements in the enabling conditions for in-country investment in FLR should attract new and additional sources of capital for restoration including private-sector capital.

The financial risk is therefore decreasing and sustainability is ranked as **Moderately Likely (ML) and trending upwards** since Components 3 and 4 have demonstrated to be on track to develop the incentives, tools, and partnerships for mobilizing sustainable flows of finance for restoration. Also, the Global Child Project's focus on establishing and supporting partnerships between national child projects themselves and between child projects and relevant initiatives (both in-country and external) and with interested investors will help ensure that the foundations for continued action on FLR continue to function and grow after the TRI Program has closed.

The Global Child Project will require continued operation after expected project close in Q2 2023 to provide program-level support to NCPs that have already been extended to achieve Program-level objectives previously jeopardized by COVID-19 restrictions. Likewise, the Global Child project also suffered from COVID-19-related delays. The Policy and Financing aspects of the project will require more time to develop and are currently trending positively. UNDP FI's FLR financing activities have acquired 45% of the targets. Given more time, these efforts can reach fruition. Given the advanced budget execution of the project, the remaining budget will not sustain a no-cost extension. Therefore, a costed one-year extension is indicated. IUCN and the IAs are urged to maintain a dialogue with GEF to investigate the possibilities of financing an extended year and work with their respective management to leverage co-financing in support of an extended management period.

Specifically, an extension will allow an adequate systematization and dissemination of FLR outcomes, allow time to develop partnerships for mid-range financing, deploy communications products, This extension will allow UNEP-FI to support to NCPs that have already required extensions to achieve objectives jeopardized by COVID-19 restrictions, such as STP, Kenya, Pakistan, China and Cameroon that have been approved by the time of the MTR in developing the partnerships for financing "bankable"

opportunities, as well as IUCN to support NCPs in achieving their policy targets, which the pandemic also put on hold during project implementation.

Socio-Economic Risks to Sustainability

Despite no identified socio-economic risks for the Global Child project, there is a high Socio-Economic risk in many of the TRI National Child Projects, such as: Cameroon with a socio-political crisis in SW Cameroon resulting in the suspension of activities in one project site; a political crisis in Guinea-Bissau with frequent changes within partnering Ministries and Directorate Generals; and a political crisis in Myanmar, in which military deposed the democratically elected civilian government resulting in the suspension of the project. The socio-economic risks are addressed and mitigated through the child projects who have stakeholder plans in place and ongoing relationships.

The balance of national and international actors will lower risks as different connections to financing will be made available. Alignment with national objectives and global goals, there is interest and demand for FLR from countries and from the global community, which is reflected in commitments to the Bonn Challenge, international policy goals including the SDGs that incorporate restoration, and the national policy frameworks and development objectives of many TRI and non-TRI countries. Because TRI is clearly designed to align with and support these objectives, Project and Program outputs and outcomes should continue to be drawn upon long after the TRI Program close. Moreover, under Components 2 and 4, the Project is on track to strengthen TRI country-level capacities to generate, synthesize and communicate research findings, thereby helping to facilitate an enhanced and sustainable stream of knowledge products from countries themselves.

The socio-economic risk is therefore ranked as **Likely (L)**

Institutional framework and governance risks to sustainability

All TRI child projects, in their respective project documents, have clearly defined institutional linkages to key TRI Program partners. These include operational and reporting linkages between all national child project and the TRI Global Child project and its Global Coordination Unit, the TRI Program Advisory Committee, and between TRI child projects themselves.

Our assessment indicates that delays in start of the project and Covid-19-related delays affected partners' integration. However, this institutional risk has been overcome as integration is starting to show. It is important to maintain the governance structure integrated and engaged to keep the momentum, especially in terms of fundraising for the expected extension of the project one more year. An integrated approach is a sustainable approach.

The new partnership with the IUCN CEESP NRGF to develop a policy impact and governance assessment in selected countries + methodology for replication using the NRGF will allow for a stronger support to country teams under their policy-related work, as well as improving any governance issues identified during the assessments.

Institutional and Governance Sustainability is **Likely (L)**

Environmental Risk to Sustainability

Current and future climate change impacts threaten the sustainability of restoration investments. The overriding objective of TRI is to facilitate and support the restoration of deforested and degraded landscapes, thereby enhancing the resilience of natural resources upon which livelihoods depend. In this way, Project and Program efforts to develop restoration value chains and other productive investments are underpinned by restorative processes that strengthen the resiliency and sustainability of these same

investments. In doing so, the objective of strengthening resiliency to anticipated climate impacts will be embedded into all restoration planning and investments, using a systems-level landscape approach, informed by the RAPTA framework.

Environmental sustainability is **Likely (L)**

Sustainability	Rating
Financial resources	ML
Socio-political	L
Institutional framework and governance	L
Environmental	L
Overall Likelihood of Sustainability	ML

Table 14. Sustainability Ratings

E. PROGRESS TO IMPACT

The overall goal of TRI, as stated in the TRI Program Framework Document (PFD)³⁶, is “to contribute to the restoration and maintenance of critical landscapes that provide global environmental benefits and enhanced resilient economic development and livelihoods, in support of the Bonn Challenge.” Table 15 below shows the anticipated global environmental benefits from TRI by project.

TRI project	Area under restoration (ha)	Increased area under improved practices* (ha)	Greenhouse gas emissions mitigated (tCO ₂ eq)	
			Direct	Indirect
Cameroon	6,000	6,000	384,218	2,708,240
Central African Republic	3,221	3,221	3,185,597	12,005,914
China	208,919	208,919	3,793,952	7,645,354
Democratic Republic of Congo	4,800	4,800	1,064,457	7,386,110
Guinea Bissau	2,700	2,700	520,493	TBD
Kenya ASAL project	8,700	152,661	820,089	5,134,020
Kenya Tana River Delta project	10,000	130,000	6,686,291	20,058,874
Myanmar	89,005	89,005	861,128	2,170,212
Pakistan	4,400	34,400	2,782,420	7,946,641
Sao Tome and Principe	35,500	35,500	8,034,828	4,821,984
Tanzania	110,000	87,245	2,224,846	2,496,339
TOTAL	483,245	754,451	30,358,319	72,373,688

* Includes area of landscapes under improved management to benefit biodiversity; area of landscapes that meet national or international third-party certification and that incorporates biodiversity considerations; area of

³⁶ The TRI Program Framework Document (PFD) is available online at: <https://www.thegef.org/project/tri-restoration-initiative-fostering-innovation-and-integration-support-bonn-challenge>

landscapes under sustainable land management in production systems; and area of high conservation value forest loss avoided. Only direct impacts are shown.

The Global Child project is instrumental in the successful management of The Restoration Initiative (TRI) Programme. The impact areas are found from within a set of 9 **Core TRI Program Indicators** that have been identified and developed by the GCU and approved by TRI Partners to facilitate harmonized, “apples-to-apples” monitoring of TRI child progress and enable aggregation of project-level progress up to the Program-level, shown in Table 16 below. The core indicators include 5 indicators from the TRI Program Framework Document (PFD), and 4 core GEF indicators adopted by the GEF Council³⁷ for use in approved GEF-6 and later programs, including TRI. The 9 Core TRI Program Indicators were selected by partners for their ability to provide a concise overview of the progress of the TRI program and its constituent child projects in achieving the key targets and outcomes of the program.

Indicator #	Indicator
1	Number of new or improved policies and regulatory frameworks* adopted that support forest and landscape restoration
2	Area of land undergoing restoration (hectares). Results should be disaggregated into the 4 non-overlapping GEF sub-indicators: <ol style="list-style-type: none"> 1. <i>Area of degraded agricultural lands restored</i> 1. <i>Area of forest and forest land restored</i> 1. <i>Area of natural grass and shrublands restored</i> 1. <i>Area of wetlands (including estuaries and mangroves) restored</i>
3	Area of landscapes under improved practices (hectares; excluding protected areas). Results should be disaggregated into the 4 non-overlapping GEF sub-indicators: <ol style="list-style-type: none"> 1. <i>Area of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified)</i> 1. <i>Area of landscapes that meet national or international third-party certification and that incorporates biodiversity considerations</i> 1. <i>Area of landscapes under sustainable land management in production systems</i> 1. <i>Area of High Conservation Value forest loss avoided</i>
4	Greenhouse Gas Emission Mitigated (tCO ₂ e). For TRI projects, the following GEF sub-indicator will be used: <ul style="list-style-type: none"> • <i>Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use</i>
5	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment
6	Number of cross-sectoral government-led coordination mechanisms and/or frameworks incorporating and supporting restoration established/strengthened at national and sub-national levels in TRI countries
7	Value of resources (public, private, development partners) flowing into restoration in TRI countries ³⁸
8	Number of “bankable” restoration projects developed & submitted (according to the scorecard matrix)
9	Number of TRI knowledge products developed, disseminated and accessed through relevant knowledge platforms

Table 16. 9 Core TRI Program Indicators

The Global Child project provides both accompaniment and personalized support according to the need of each TRI Child Project as well as providing them with a set of common processes, tools, and training to facilitate harmonized tracking and reporting of results and capture of relevant and useful information during implementation of TRI. Specifically, it facilitates programmatic learning and adaptive management

³⁷ https://www.thegef.org/sites/default/files/documents/Results_Guidelines.pdf

³⁸ A tool for tracking Core Indicator 7 is presently under development by UNEP FI.

of TRI child projects; programmatic accountability, learning and communication needs; provides an evidence-based account of the program-wide achievements of TRI, and contribute to the development of other FLR and programmatic interventions.

As reported and assessed through the Core TRI Program Indicators ([Annex 17](#)), some progress has been made (data available at the time of the evaluation was collected in June 2021). Most end-of-project targets were still far from being realized. This includes the commencement of on-the-ground restoration work, and work supporting the mobilization of additional finance for FLR this latter objective. Figure No. 10 in [Annex 20](#) shows Progress to MTR (blue) and the progress needed to be achieved by End-of-Project (orange).

Key achievements at the Program-level include the following:

- Targeted policy support provided to TRI national child projects on developing, implementing, and monitoring Policy Influencing Plans. This included developing an e-learning session on policy influencing as part of the ELTI training; live guidance; developing, and piloting policy influencing tracking tool; production and dissemination of two publications on FLR tailored to respond to country demands on how to organize inter-institutional coordination mechanisms and types of policies that support FLR.
- Enhanced TRI Monitoring, Evaluation and Learning (MEL) guiding framework based on learnings from years 1 and 2, PAC's recommendations, and GEF STAP guidance was provided to all TRI national child projects through webinars (two) held in April 2021 with some 50 participants from all 10 TRI countries. Additional guidance and targeted MEL support were provided to TRI national child projects on country-specific MEL plans and guidance on the tracking tools to facilitate harmonized reporting across TRI national child projects.
- Establishment and deployment of *The Restoration Factory*, a mentor-based online incubator focused on helping TRI entrepreneurs test and validate their restorative business plans. In April 2021 the Factory welcomed its first cohort of restoration ecopreneurs from 8 of the 11 TRI country projects.
- Species Threat Abatement and Recovery (STAR) manuscript for estimating impacts to biodiversity for FLR published in journal *Nature Ecology & Evolution*. The STAR metric will inform major international negotiations for nature in 2021 such as the IUCN World Conservation Congress in Marseille, France, in September, followed by the Fifteenth Conference of the Parties to the Convention on Biological Diversity, in Kunming China. 5 Preliminary Ex-Ante STAR assessment reports were prepared in pilot TRI countries Cameroon; CAR; Kenya (both projects); Myanmar, and follow-on, enhanced high-resolution assessments for these same project sites are nearly complete.
- Capacity Building e-sessions and webinars in English and French on FLR topics including genetic diversity, project-level M&E, sustainable finance, spatial optimization planning of forest ecosystem restoration, forest and landscape restoration as an economic enterprise, ecological and social fundamentals of FLR.
- Production of *2020 TRI Year in Review*, a joint publication of 3 partnering TRI agencies, providing highlights and stories from the second-year implementation of TRI.
- Profiling TRI as a flagship restoration programme through *TRI 2021 Year in Review* (awaiting final publishing at the time of 2021 PIR) partners' webinars and e-workshops and disseminating TRI outcomes and learning from global to national via newsletters, web stories, and other social media outputs with continued collaborations between TRI partner agencies. TRI demonstrates the rich diversity of restoration initiatives and efforts of the countries and has been featured in

public visibility campaigns, such as the Bonn Challenge September 2 milestone event, the Decade of the Ecosystem Restoration launch on the World Environment Day on June 5, and the Restoration Digital Forum of the Global Landscape Forum on April 29. TRI experiences and stories are supporting global action on restoration in support of the goals and objectives of the Bonn Challenge and the Decade of Ecosystem Restoration.

Key achievements at the Project-level include the following:

- Propagation of over 105,000 seedlings to support the restoration of 250 hectares (ha) in Cameroon's Douala Edea (68 ha), Mbalmayo (110 ha), and Waza (72 ha) landscapes.
- Identification of restoration perimeters in the Central African Republic covering 500 hectares (ha) across five villages with active participation from community members.
- Established and commenced individual five-year forest landscape restoration (FLR) plans tailored around improving ecosystem services for seven state forest farms (SFFs) in China.
- Presented documents on the provincial Forest Landscape Restoration (FLR) strategy and the results of the Restoration Opportunities Assessment Methodology (ROAM) in the Democratic Republic of Congo at both the provincial and national levels.
- Planted 168,000 mangrove seedlings across 82 hectares (ha) and restored 287 ha of rice fields in Guinea Bissau to support over 400 families.
- Launched an improved, biodiversity-focused management plan for 51,436 hectares (ha) of the Mount Kulal ecosystem in Kenya using the results of the completed Restoration Opportunity Assessment Methodology (ROAM).
- Completed the Restoration Opportunity Assessment Methodology (ROAM) process in Kenya's Tana River Delta, identifying 123,000 hectares (ha) of degraded land that stand to benefit from FLR interventions.
- Prepared a proposal on Payment for Ecosystem Services (PES) to improve management of Myanmar's critically important Thapandzik watershed took place prior to the suspension of the project.
- Installed two Chilgoza pine nut processing units in Pakistan to empower chilgoza forest communities, enhance their income by increasing the shelf life of the commodity and create alternative job opportunities, especially for women.
- Planned restoration of 110,000 hectares (ha), including 87,000 ha under improved management, across Tanzania's Great Ruaha and Lake Rukwa landscapes.
- Provided 87,000 USD in funding to seven sustainable small- to medium-sized bankable initiatives in São Tomé and Príncipe.

F. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

The following Conclusions and Recommendations are extracted from the text.

F.1 Conclusions

Project Strategy and Design

Based on the findings presented in Section C.1. on Project Strategy and Design, evaluators draw the following conclusions:

- The Project's Strategy is **Relevant** to international and national priorities and is coherent with best understanding to the articulated barriers. The Project does not address barriers to inter-agency project management. The Project's design is relevant to the justification and to the barriers provided.
- When analyzed vertically, the Project's Architecture demonstrates adequate cause and effect logic, which is complete. The outcomes as designed are achievable; they are producing the desired results and are likely to produce the desired EOP results. Modifications to the Project's architecture are not warranted.
- Project's design is problematic when analyzed horizontally. The horizontal Integrity between Outcomes/outputs, Indicators, MOVs and Targets is often misaligned due to indicators that are misaligned with intended results; overreliance on structural indicators versus process indicators; MOVs not aligned with indicators; targets not aligned with indicators, etc. This results in lower scores and an under-representation of important work completed, such as, for example, in outcome 3.2. The indicators as defined cause difficulty for monitoring and evaluation and may not completely inform management decision making within a timescale that enables adaptations. Corrective actions are needed to improve the validity of the indicators and the integrity of the MOVs and targets.
- The design of the Project's Management arrangements underestimated the Management energy required for simultaneous Project and Program-level management. Consequently, the cost of maintaining full-time staff persons in key positions was underbudgeted impacting management functions such as the upstream and downstream flow of information, development of smart information systems, long-term maintenance of strong relationships with Child Projects (creating synergies) etc. More attention needs to be paid to the maintenance of critical management functions.

Progress Towards Outcomes:

Based on the finding presented in Section C.2., the following conclusions are drawn:

Effectiveness: The overall rating for progress against results is "**Satisfactory**" for the TRI Global Child Project, with 74% of outputs completed based-on midterm targets and an 83% achievement with regards to the outcome-level targets. The project is on track to achieve the end-of-project (EOP) targets except for Outcome 3.2. which is likely to achieve 50% of the expected results by EOP.

- The effectiveness of the TRI Program and Project level management aspects under Component 1 are on-track with 75% completion rate at the Outcome level with approximately 67% of the outputs completed. A "Moderately Satisfactory" ranking, trending positively, was assigned to signal that more work is needed in defining and documenting the concept for a Partnership Strategy, in communications, and most importantly the need to clarify and improve the project governance aspects related to the PSC. The Outcomes within the component (1.1, 1.2.) have a likelihood of completion by TE (Yellow).
- The TRI Project's technical support to the Program via support to National Child Projects in the areas of Knowledge Management (Component 2) is "Highly Satisfactory" with approximately 95% of the Project's targets having been realized. This component is strategically important as FAO has created an important anchor-point for the Program through their digital resources and communities-of-practice that have supported other IAs in the development of financing and policy outcomes and supporting the sustainability of FLR related content and training. The

forum, D-groups is widely appreciated by KIIs and effective in fomenting knowledge acquisition as are webinars and training materials provided by all IAs through these platforms. These factors were assets in mitigating the effects of COVID enabling digital options for TRI and supporting the sustainability of FLR efforts.

- TRI's effort to achieve a sustainable financing model in support of FLM through Component 3. UNEP FI has achieved a 90% rating in developing and testing a process (The Restoration Factory) to identify bankable situations within FLR. Through beta testing, UNEP FI uncovered significant capacity gaps in the ability of the National counterparts to apply the various analytical tools. This is a positive development and demonstrates adaptive management. Unfortunately, a second outcome, (3.2) is linked to the success of the first and measures partnerships established. At the MTE, the number established was "0." Evaluators concluded that if the Restoration Factory can be successfully re-tested and rolled out, and if expectations are adjusted, one partnership might be attainable by the end of the project. Evaluators cannot emphasize enough the importance of this Component. Experiences generated from GEF Commodities projects demonstrate that identifying "bankable" solutions is crucial to generating interest in sustainable production and requisite to building trust and eventually up-scaling at a large enough scale to make a difference.
- The effort to improve the enabling environment for FLR through policy and science (Component 4) is proving successful. The two distinct areas of influence mentioned are averaging about 65% of outputs and 75% completion of targets at MTE with a likelihood of success in reaching the overall targets. The composite score for the Component is "Moderately Satisfactory" and trending upward. IUCN has found a formula that works and, despite COVID related setbacks to accessing site information for biological modelling and policy interactions, stakeholders value the process and their level of trust is increasing giving a positive outlook for the successful completion. As with the other components mentioned, an analysis of the targets is necessary.

Efficiency: all components were executed efficiently reaching targets with lower than budgeted resources. With 67% of the project's resources deployed, the project has a "Satisfactory" efficiency ranking and is on-track to a full execution and is trending towards "Highly Satisfactory" by EOP. The results of the efficiency analysis indicate that GEF resources were efficiently deployed by all IAs in all components. The analysis also indicates the impact of COVID was limited due to a timely shift to digital processes followed by a rapid redeployment of resources.

Project Implementation and Execution Modality.

- Implementation progress is "Satisfactory." The project has a delivery rate of 75%; and a financial delivery rate (81%) and is therefore in-line with expectations at this stage of implementation, also considering the late start of Component 3 and given COVID-19 travel restrictions. \$2,384,325 U.S. out of \$3,519,725 U.S were successfully delivered. The delivery of Co-financing is also at 81% with a large amount resulting from Inter-agency cooperation.
- The multiple IA implementation arrangement is effective. Each brings to the table highly qualified professionals in their technical areas, have established productive and effective relationships with each other and with their respective projects at the country-level. Effectively, these relationships facilitate collaboration in real time. Validation of the decision-making process within the PSC is not possible due to poor documentation indicating a low delivery on a key function of the GCU.

- The Program’s Implementing agencies provide oversight to their Child projects. KIIs appreciate the quality of oversight and support received. Unfortunately, site reports are not available. The data presented on Effectiveness for each component indicate that Partner execution is acceptable or “Satisfactory” leading to the conclusion that the quality of the implementing agencies acting as executing agencies is also satisfactory.
- the Global Child Project will require continued operation after expected project close in Q2 2023 to provide program-level support to NCPs that have already been extended to achieve objectives jeopardized by COVID-19 restrictions. Like the Child Projects, the Global Child project also suffered from COVID-19 delays. The Policy and Financing aspects of the project require time to develop and are currently trending positively in their development. UNDP FIs FLR financing activities have acquired 45% of the targets and given more time can reach fruition and enhance the sustainability of the project.
- The weak indicators alluded to in the Project Design section above that have created difficulties for implementing a sound M&E effort. A systematic review of the indicators through a participative process is necessary for accurate Project-level reporting and to effectively tell the story of the project. The design of the M&E system is currently rated as “Moderately Satisfactory.” At the Program-level, IUCN and partners are implementing a coordinated effort to monitor and evaluate 9 core indicators and are partially effective in responding to many capacity challenges encountered at the national-level. At the Project-level, gaps in documenting the annual planning and decision-making process support the need for a more systematic and comprehensive process between the GCU and the PST. Evaluators conclude that the current ranking is “moderately satisfactory” for the implementation of the M&E plan. The combined score of both aspects is “moderately satisfactory.”
- Evaluators support the decision to reduce the PAC meetings to an annual basis. The move creates a better vantage point for the PSC, allows sufficient time for development of the Child Projects, reduces cost, and provides an external feedback loop to the PSC and GCU. However, the real value of annual meetings to Program and Project Management is the thought process that goes into preparing them. The annual meetings force management to take stock of the project’s situation and reflect on the successes and adaptations needed. With only 2 PAC meetings in 4 years of project implementation, the PSC and GCU forfeited the opportunities and benefits of adaptive management.
- The PSC/GCU dynamic is informal. The involvement of IAs is based more on the strength of personal relationships rather than an articulated and trackable process. The role of the PSC in taking decisions on the Child Project needs review, revision, and better documentation to facilitate decision-making to the remainder of the project. In this regard, the GCU has not been successful in its role as a facilitator as described in the Project Document.
- The Program-level is different. A strong upstream/downstream line of communication exists between the PST and GCU with adequate planning, information, and documentation of decision-making. In this case, the GCU is adequately advising the PAC and fulfilling its role in Program governance. As mentioned, drifting away from an annual process has limited the opportunities for the GCU.
- The GCU is understaffed to fulfill all the roles required, such as managing a Project-level governance process with the PSC and a Program-level governance process managed with the PAC and creating synergies for the participating countries. The process of creating synergies at the international and national levels requires a level of trust and extensive and strong relationships

that are time consuming to build. The findings presented indicate a need for time dedicated to creating information and decision-making support systems. In addition, the GCU has not penetrated the child projects as a leader nor has it developed a facilitator relationship across all Child Projects. That type of relationship facilitates the capture of opportunities and resources and passing them on to the child projects for action. A strong operational relationship with the Child projects, distinct from the respective IAs is generally recognized as a strong suit of other GEF Program management structures.

Social and Environmental Safeguards:

Social and Environmental safeguards are compliant for Grievance Mechanisms, Gender, and are inclusive. The Stakeholder Engagement Plan is not complete and provides an opportunity to update a missing partnership strategy in Component 1.

F.2. Recommendations

The following recommendations are intended to improve the evaluability of the Results Framework:

Project Design & Strategy:

(1) Do a workshop or a review process to adjust/align the Project's indicators, MOVs, targets as suggested in Table 3. Define targets based on realistic expectations. Assure the alignment between the targets, MOVs and indicators and between indicators and results. Include process indicators for social processes and for management effectiveness. Update barriers and risks to management of the TRI Program.

Progress Towards Results:

(2) Outcome 1.1. Complete the Partnership Strategy. Consider the specific role of each institution in generating program-level benefits for FLR. Consider incorporating the strategy into the Stakeholder engagement plan, which also needs to be completed. The MTE Response should address this issue.

(3) Outcome 1.2. Review the Project's M&E Plan. Remove any overlap from the Project's Results Framework. See Table 3. Consider a best-practice from other platform-type projects that track adaptations from one year to the next in a log on a quarterly or semester basis and report of discuss these in the PSC meetings.

(4) Outcome 3.2. Evaluators urge the IAs to redefine Outcome 3.2 indicator and forego the requirement to book a partnership. Instead, it would be more productive to continue to develop and successfully deploy the Restoration Factory and the program for entrepreneurs in an increased number of landscapes and countries that could enable further refinement of the tool. This action would also enable a more realistic ranking of the good work and time invested.

(5) Component 3 is critical to the future upscaling FLR that evaluators indicate that the project should consider a costed extension to adequately develop, and field test this concept. Calculate the costs and rally co-financing and consider negotiating options for a GEF financed extension. In addition, the GCU would be supporting the suite of child projects. This aspect is analyzed below in the sustainability section. In addition, the GCU should extend to match the extensions of the Child Projects.

Project implementation & Execution Modality

(6) The PSC and GCU can consider switching PACs' meetings to an all-digital format. This will provide access to as many interested Child Project authorities and GEF focal points as observers (no voice, no vote) as possible as well as interested sector-related observers. A digital format can also facilitate suggestions via chat, the publishing and sharing of the meeting video and support materials, and transcription for translation into the child project languages. This will also lower the carbon footprint of the Program.

The PAC members, especially external members from FLR allied organizations, can be strategically identified e.g., the Bonn Challenge, Decade, Universities, Research institutions, industry representatives or others as members and recruited to support the scope of work of the TRI, which should be revised to increase opportunities, and the promotion of TRI. This could add value to a TRI partnership strategy and support its sustainability.

(7) Analyze the possibility of ensuring a full-time Project Coordinator to take action on the recommendations and suggestions presented. The GCU must improve the documentation of key meetings and decisions within the PSC. Establish the process laid out in the project document as follows:

(a) yearly Project workplans should be approved collaboratively between IAs within the PSC. Although it is not necessary to develop them together, they should be discussed and approved collectively.

(b) revisit the workplan quarterly or a semester basis to review progress. This does not need to be an extensive review, rather than a check-off of the progress towards completion of the outputs and results of any MOV activities towards indicators. An annual process is too long to facilitate adaptive management. This process should also review risks and opportunities to the Project's implementation.

(c) an end-of-year review of the Child Project's achievements. These do not have to be extensive and can inform the development of the PIR for GEF.

(d) a collaborative approval of the PIR or PIRs and approval of the workplan for the following year.

(e) document the minutes or act for the file.

(8) Establish and maintain an audit trail to facilitate IAs and the TE. Establish a sharepoint for sharing of key documents and basic rules (which docs to share, time, etc.). This does not need to be extensive but should minimally have approved annual workplans and approved annual/semester/quarterly reports, mission reports, approved budgets, semester or annual financial data for tracking project execution and an evidence file with the key project outputs as proof of completion. This would include any baseline and data elements used as MOVs required to verify the indicators or any others as agreed upon by the PSC or IAs. Also, establish a private communications channel in MS Teams or another network. These basis steps can save time and provide a minimum level of compliance with GEF policies for fiduciary responsibility. Documentation and reporting are essential as evidence of what is being done and agreed upon, especially given the fiduciary nature of GEF project management. Tracking tools enhance everybody's job. Having a shared dashboard can reduce a reporting burden and enhance timely and adaptive management.

(9) It is recommended that the GCU look beyond the indicators and think strategically about how to capture the synergies and tell the story of the program.

(10) Develop a collaborative relationship between the GCU and the Child Projects. Respond to the need to have international-level facilitation seeking opportunities for development of new projects and staff. This requires developing deeper personal relationships than already exist. This type of action will also support the sustainability of the TRI Program.

(11) GCU Risk Management:

- a) Keep and update a Risk Register on an annual basis.
- b) Report Risks on a semi-annual basis (in the Project Progress Report) to be shared with the PSC
- c) Close those risks that are no longer relevant and update management measures to monitor the ongoing activities and ensure that they are being effective to mitigate the related risk.
- d) When a management response is triggered, the Project Team should register the response in an Adaptive Management Practices Log to keep track of all the risks, concerns, and opportunities. The adaptive management practices logged could relate to issues like coordination, revision of project log frames, reallocation of funds and, especially, the creation of new mechanisms and strategies to achieve targeted improvements.

(12) Sustainability:

Given the advanced budget execution of the project, the remaining budget will not sustain a no-cost extension. Therefore, a costed one-year extension is indicated. IUCN and the IAs are urged to maintain a dialogue with GEF to investigate the possibilities of financing an extended year and work with their respective management to leverage co-financing in support of an extended management period.

F3. Lessons Learned

- Keep it simple. The Results Framework should be concise with reference to the expected results and with related statistically significant indicators. For aspects such as management effectiveness, or policy, a blend of structure and process indicators is best to tell the story of the project and incorporate qualitative aspects.
- Projects dedicated to Program-level management require a minimal full-time staff even with multiple IAs. A full-time coordinator with support of IAs can establish close relationships with all child project in the Program and within the sector. This enhances the ability to recognize opportunities and translate them to child projects within a Program or Parent project. The big-picture knowledge and relationships is important in that regard.
- From the commodities sectors, an important lesson is: “Bankability” is a significant driver of upscaling and hence financial sustainability. Producers are generally willing to dedicate land and resources to ideas that have proven returns to other producers like themselves. Investors are also willing to commit capital when bankability is demonstrated and/or when a lower risk is presented. Once private investment is engaged, public institutions, such as agricultural banks, small business lenders, etc. become more willing to commit public resources to environmentally sound production or early-stage processing.
- COVID 19 demonstrated that virtual events can be effective at a lower carbon footprint despite challenges such as low or no bandwidth, difficulty of comprehension, etc. Regardless, in-person events are important for technology transfer, learning and establishing productive relationships. Multiple sectors, such as, for example, international waters, have found that biennial in-person events strike a balance between costs and benefits. Neither too much of one nor too much of the other is indicated. Advantage and success are gained through the balance of activities.

- Multi-IA management arrangements are an excellent opportunity for incorporating specialized technical expertise if roles do not overlap. It is a good idea to include a 3rd party consultant at start-up to devise how agencies will share information, common criteria for reporting, and to confirm roles and responsibilities.
- Effective Programs provide benefits to their constituencies when they capture learning, experiences and ideas from similar technical projects from outside the Program network. A value-added proposition for Child projects is the provision of inputs to technical problems from similar situations by like stakeholders. This is an opportunity for the GCU (or hub organization) and PSCs to add value to their Child projects. This requires a deep and instantly retrievable knowledge of the conditions and needs of each child project within the collective Program and a global knowledge of sector specific initiatives. Multiple IAs working collaboratively provides this opportunity.

G. ANNEXES

Annex 1. MTE Rating Rationale and Scales

Adherence to Guidelines and Evaluation Criteria:

The MTE follows the IUCN and GEF guidance for Mid-term Evaluations of GEF-financed Projects^{39 40}. It also embraces the OECD (DAC) concepts for Results Based Management which are also internalized in the Evaluation Systems of FAO and UNEP. The Findings are presented with respect to the following categories and criteria:

- **Relevance:** The conformity of the project to GEF objectives and to the national environment and development policies as well as sector strategy.
- **Effectiveness:** The extent to which the expected objective and outcomes been achieved.
- **Efficiency:** Efficiency in project implementation per international / national norms and standards.
- **Sustainability:** The financial, institutional, socio-political and environmental risks to sustaining long-term project results.
- **Safeguards:** Provisions for active stakeholder engagement, gender equality and women's empowerment, management of grievances, etc.
- **Progress to Impact:** Indications that the project has enabled progress towards reduced environmental stress and/or improved ecological status.

The MTE will scope qualitative markers for adaptive management, safeguards, sustainability and others according to the criteria outlined in the cited guidance in consultation with the following GEF guidance on Monitoring including but not limited to the following:

- Environmental and Social Safeguards (SD/PL/03)⁴¹ and Guidelines⁴²
- Gender Equality Policy (SD/PL/02)⁴³ and Guidelines⁴⁴
- Stakeholder Engagement (SD/PL/01)⁴⁵ and Guidelines⁴⁶

³⁹. IUCN, 2015 The IUCN Monitoring and Evaluation Policy. 12pp. URL:

https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf; Accessed 29 March 2022.

⁴⁰ Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL:

https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf ; accessed 02 February 2021.

⁴¹ _____. GEF/C.54/11/Rev.02 URL: http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.11.Rev_02_Results.pdf ; accessed 02 February 2021.

⁴² _____. GEF/C.54/11/Rev.02 URL: http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.11.Rev_02_Results.pdf ; accessed 02 February 2021.

⁴² _____. December 2019. Guidelines on GEF's Policy on Environmental and Social Safeguards. GEF/SD/GN/03 URL:

https://www.thegef.org/sites/default/files/documents/guidelines_gef_policy_environmental_social_safeguards.pdf ; accessed 02 February 2021.

⁴³ _____. November 2017. Policy on Gender Equality URL:

https://www.thegef.org/sites/default/files/documents/Gender_Equality_Policy.pdf ; accessed 22 January 2021.

⁴⁴ _____. June 2017. Guidelines on Gender Equality. URL:

https://www.thegef.org/sites/default/files/documents/Gender_Equality_Guidelines.pdf; accessed 22 January 2021.

⁴⁵ _____. November 2017. Policy on Stakeholder Engagement. GEF/SD/PL/01. URL:

https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Policy_0.pdf; accessed 26 January 2021.

⁴⁶ _____. December 2018. Guidelines on the Implementation of the Policy on Stakeholder Engagement. URL:

https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Guidelines.pdf ; accessed 26 January 2021.

- Minimum Fiduciary Standards (GA/PL/02)⁴⁷.

Summary of Rating Scales

The following tables present the different ratings scales and criteria:

The following ranking for monitoring & evaluation is applied to M&E at design and for M&E during implementation with a average composite score for total M&E presented.

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Table: 1.1 Monitoring & Evaluation Ranking Scale

The following scale and criteria are used to rank the Project's Implementation, Oversight and Execution

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected.

⁴⁷ _____, December 2019. Minimum Fiduciary Standards for GEF Partner Agencies. GEF/GA/PL/02. URL: https://www.thegef.org/sites/default/files/documents/gef_minimum_fiduciary_standards_partner_agencies_2019.pdf; accessed 05 February 2021.

1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Table 1.2.: Implementation/Oversight and Execution Ratings Scale

For ratings of Progress towards Results, several scales are used. The Development Objective Rating presented in Table 1.4 ranks the progress of an outcome based on the indicators as presented in the Results framework. The Implementation Progress Ranking illustrated in Table 1.5. ranks the progress towards achievement based on the annual workplans. The Ranking of effectiveness uses both rankings to summarize progress and the likelihood of achievement by the TE per the Traffic Light scale in Table 1.6. The following Outcome Ranking Scale is also used for Efficiency (yield of the outputs per budgeted resources) and for Relevance as defined above.

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Table 1.3.: Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	% Achievement of Results Framework targets (average)
Highly Satisfactory (HS)	100%
Satisfactory (S)	80 – 99
Moderately Satisfactory (MS)	60 – 79
Moderately Unsatisfactory (MU)	40 – 59
Unsatisfactory (U)	20 – 39
Highly Unsatisfactory (HU)	Below 20%

Table 1.4.: Development Objective Rating

Rating	% Achievement of annual workplan targets (average)
Highly Satisfactory (HS)	100
Satisfactory (S)	80 – 99
Moderately Satisfactory (MS)	60 – 79
Moderately Unsatisfactory (MU)	40 – 59
Unsatisfactory (U)	20 – 39
Highly Unsatisfactory (HU)	Below 20%

Table 1.5.: Implementation Progress Rating

Sustainability is ranked using the following scale:

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Table 1.6. Sustainability Ratings Scale

The rankings of Progress to Results and Progress to Impact are also given a color code based-on progress and separately on the possibility of reaching the established outcomes by the TE. The color code is illustrated as follows:

Completed	On track for completion	Completion unlikely
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Table 1.7.: Traffic lights color Rating Scale

Annex 2. Terms of Reference

Scope of Work Terms of Reference Independent Mid-Term Evaluation of the “Global Learning, Finance, and Partnerships Project under the Restoration Initiative (TRI)”

[Note: the following is the MTE Scope of Work for the MTE extracted from the MTE Contract]

Introduction

The International Union for Conservation of Nature (IUCN), in partnership with the Food and Agricultural Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP), is presently implementing a large Global Environment Facility (GEF) program, *The Restoration Initiative (TRI)*⁴⁸, in partnership with 10 Asian and African countries and other partners. TRI consists of 11 national child projects in the 10 countries, further complemented and supported by a *Global Learning, Financing, and Partnerships* child project (hereafter referred to as the Global Child Project) providing programmatic coordination and technical support, and facilitating capture and dissemination of learning on forest landscape restoration (FLR) to TRI partners and the wider restoration community.

The program is now halfway through a 6-year program of work. As required by GEF, each of the 12 “child” projects must undertake an independent Mid-Term Review (MTR). These Terms of Reference (TORs) define the objectives, key questions and outputs for a mid-term review of the Global Child Project.

MTRs are part of overall project monitoring and serve principally to identify challenges and outline any suggested corrective actions to ensure that a project is on track to achieve maximum results. The primary output/deliverable of the MTR is the MTR report.

As defined in the GEF’s Guidelines on the Project and Program Cycle Policy⁴⁹, *“the Mid-term review is a critical milestone of project implementation that involves key project stakeholders. It takes stock of progress and performance in reaching the project objective, and supports making decisions to strengthen progress, ownership and commitment going forward. This may take the form of project restructuring. The MTR is also an opportunity to discuss with the country and project beneficiaries the continued relevance of the project objective and likelihood of achievement during the remaining implementation period, considering current government and sector priorities.”*

Background on the Global Learning, Finance and Partnership project under TRI

The Global Child project is unique among TRI constituent “child” projects in that it is jointly- implemented by the three partnering GEF TRI agencies and serves to coordinate and support the program including the other 11 child projects. As defined in the Global Child project document, the project’s objective is to *“strengthen overall delivery of TRI by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to TRI*

⁴⁸ <https://www.iucn.org/restoration-initiative>

⁴⁹ <https://www.thegef.org/council-meeting-documents/guidelines-project-and-program-cycle-policy-2020-update>

country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives.”

Services to be provided by the Global Child Project include:

Program-level monitoring, evaluation, and adaptive management, including support for the Program Advisory Committee (PAC), Program Coordination Unit, and development of case studies assessing the value for money generated by investment in TRI;

Identification and capture of synergies among national child projects. The Global Child project works to capture synergies among national child projects and capitalize on emerging opportunities presented over the course of TRI;

Systematic capture, enhancement, and sharing of Forest Landscape Restoration (FLR) knowledge. This includes the use of harmonized tools and processes for capture of information; development of case studies and policy briefs and other informational materials; enhancements to the existing body of FLR knowledge to make these resources more useful and widely accessible, and sharing of experiences via facilitated online Communities of Practice, events, workshops and trainings, as well as through Program and Agency partner web platforms;

Support for the mobilization of FLR finance. National child project teams to be supported in the development of bankable proposals and other tools and incentive programs to mobilize FLR finance, including through the development and delivery of an online course on FLR finance and other trainings and support.

Support for identification and uptake of FLR-supportive policies. The Global child project should work in tandem with national projects to support in-country efforts to enhance the enabling policy environment for FLR. Work will include development of relevant case studies and policy briefs, high-level workshops, and an awareness-raising campaign featuring restoration champions from within and outside TRI countries.

Development and provision of tools to support planning, implementation and monitoring of FLR, including monitoring of biodiversity impacts from FLR.

Objectives of the Mid Term Review, MTR intended audience and Key Learning Questions

The MTR will assess progress towards the achievement of the project expected results (outputs and outcomes) as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy (including its design and associated Theory of Change and results Framework), its risks to sustainability.

The primary intended users of TRI Global Child Project MTR are:

The TRI Global Child Project's Global Coordination Unit for the purpose of adaptively managing the project, and making necessary adjustments to its implementation and delivery;

The three implementing agencies and Project Steering Committee, for the purpose of understanding progress in the delivery of programmatic benefits and efficiency of scales and to evaluate the effectiveness of the Global child project in supporting TRI programmatic delivery promoting synergies among national child projects

Other important users of the evaluation are the TRI Program Advisory Committee (PAC) members, the GEF and other stakeholders that will benefit from and up-to date review of the Global Child Project progress and achievements to date.

To ensure that findings and lessons learnt from all relevant review and learning processes conducted throughout the implementation of TRI Global and National Child Projects are relevant and comparable across projects, TRI partners have developed a set of harmonized learning questions. To contribute addressing these questions, the Global Child Project MTR should address the following points:

To what extent have the knowledge products, tools and technical support provided by the global child project been taken up and utilized by TRI child projects and other stakeholders?

To what extent has the TRI programmatic approach (supported by the Global Child Project) generated cost savings and efficiencies in the provision of coordination and technical support and monitoring and evaluation? To what extent has the TRI programme been able to identify and facilitate effective partnership opportunities for TRI national projects that likely would not have arisen through a set of independent projects?

To what extent has the TRI programmatic approach facilitated investment and piloting of innovative approaches and tools?

MTR Methodology and MTR Questions

The Global Child Project MTR should present findings and recommendations on the topics of: **1. Project Strategy; 2. Progress Towards Results; and 3. Project Implementation and Adaptive Management.** In more details, the MTR will:

Assess the appropriateness and relevance of the TRI Global Child project strategy and design in supporting TRI national child projects;

Assess whether TRI Global Child project is proving to be effective in achieving its desired results throughout its four components and provide clear insights about what has and has not worked so far and why. It should also highlight how the COVID-19 pandemic has affected the project and how the project adapted to this situation;

Assess the project implementation and management arrangements, including coordination among partners, the monitoring and evaluation system and the viability and efficiency in terms of use of funds and value for money, to identify any challenges and propose corrective actions as needed.

An initial set of questions that should guide the MTR team in assessing the Global Child project have been developed as follows:

Project Strategy

- How appropriate and relevant are the Global Child project strategy, design and intervention logic in terms of its objectives and anticipated outcomes? To what extent is the project fit-for-purpose to promote:
 - Successful program level coordination, effective monitoring and learning, and adaptive management across all TRI child projects;
 - Capture, facilitation and dissemination of project learning, experiences and relevant information;
 - Delivery of effective technical support as needed by national child projects across the Component workstreams;
 - Facilitation of South-South partnerships among the national child projects; and
 - The mobilization of FLR finance and the development of bankable proposals across all

supported countries.

- To what extent has the project design considered and incorporated:
 - Lessons learnt from other relevant projects;
 - Identification and adequate mitigation and management measures of environmental and social risks;
 - Relevant gender issues and considerations.
- Are there any changes that need to be made to the TRI Global Child project to ensure its continued relevance to TRI national projects, and possibly make it more relevant?

Progress towards Results

- To what extent is the Global Child Project progressing towards the delivery of its outputs, outcomes and objectives⁵⁰? In particular, the MTR should assess the Global Child Project's progress and trends towards:

-
- Promoting good practices for program level coordination, planning, implementation of FLR, adaptive management and effective monitoring across all TRI child projects;
 - Facilitating synergies among the national child projects;
 - The timely provision of technical support to national child projects;
 - Consolidating and sharing FLR knowledge generated across all TRI child projects;
 - Supporting engagement with key decision makers to facilitate the establishment of enabling policy environments for FLR across TRI countries;
 - Leveraging partnership opportunities, mobilising FLR finance and supporting the development of bankable proposals across all supported countries;
 - Supporting the adoption of best practices for monitoring of FLR, including monitoring of biodiversity impacts from FLR;
 - Contributing to foster complementarities with existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc., to avoid duplication of similar activities by other groups and initiatives.
- Are there any barriers or risks that may prevent future progress towards and the achievement of the Global Child Project's longer-term objectives? What can be done to increase the likelihood and sustainability of positive impacts?

Project Implementation and Adaptive Management

To what extent has the Global Child Project been implemented efficiently? Has project management been able to adapt to any changing condition to improve the efficiency of project implementation?

To what extent has the PAC helped guide and provided oversight of the Global project?

To what extent are the current Global Child Project operational modality and governance structure efficient in contributing to the overall achievements of TRI?

How effectively and efficiently have the three partnering GEF TRI agencies worked together to jointly implement the Global Child Project?

⁵⁰ To assess progress towards each outcome, the MTR team should use the standard GEF six-point rating scale: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), or Highly Unsatisfactory (HU). In terms of indicators – for both outputs and outcomes, the MTR should assess progress made towards the mid-term project targets, or end-of-project targets where mid-term targets are not available, by using the following indicator rating system: achieved – “green”; on target to be achieved – “orange”; not on target to be achieved – “red”. Each rating should be justified and in case of a “red” rating the MTR team should recommend actions to be taken.

To what extent has the TRI programmatic approach supported by the Global Child Project generated costs savings and efficiencies in the provision of coordination and technical support and monitoring and evaluation?

Are the Monitoring, Evaluation and Learning (MEL) framework and related tools developed by the Global Child Project adequate and effective? How effectively has the Global Child project supported national projects to report against the 9 core indicators identified for TRI?

The MTR will also offer the opportunity to assess the **impact of Covid-19** on the Global Child Project, as well as the adaptive measures that have been taken and should be taken going forward to address and mitigate the impact of Covid-19. Key questions to be considered include:

In what ways has the Covid-19 pandemic impacted the Global Child project progress (delays, cancellation, etc.)?

Given impacts from Covid-19, at this point in time, will all project activities be successfully completed by the current project end date, or will there be a need for adjustments (in time frame and/or targets)?

What are the adaptive measures that have been taken (e.g., budget reallocations, timeline adjustment, etc.), or will be taken going forward, to address Covid-19 impacts?

What kind of support from the Global Child Project to national child projects would be most helpful in addressing Covid-19 impacts and challenges?

MTR approach, timeline and deliverables

The MTR is expected to take place between 14/02/2022 and 20/05/2022. It will adhere to the *GEF/GCF Project Monitoring and Supervision Requirements and Guidance* as well as *IUCN Monitoring and Evaluation Policy*.

The review will adopt a consultative approach, seeking and sharing opinions with stakeholders at different stages throughout the MTR process. Different sources will be used to verify information, and evidence will be validated through triangulation. Information and insights will be derived mainly from three key sources:

- (1) review of existing documents – both at project and program levels, including Project Implementation Reports (PIRs), TRI program reports, information and data collected through TRI MEL system and other relevant knowledge products developed by TRI so far (including those available on TRI website and The Restoration Initiative Online Community);
- (2) key informants' interviews – including interview with all implementing agencies, executing partners and other relevant stakeholders across all national child projects in the 10 supported countries (an indicative list of contacts of key stakeholders will be provided during the inception phase; and
- (3) additional information needed could be collected through a combination of methodologies including (but not limited to) group discussions, online surveys and other data collection tools. Given the current Covid-19 situation, travel remains unlikely and not envisaged for this review although the situation might evolve, and provisions will be adapted accordingly.

As part of the MTR inception phase, the MTR team will then be expected to develop an **inception report** that will include a **methodological note** based on the suggested MTR questions above and suggesting additional questions or modifications to tailor the MTR to the Global Child Project needs. The methodological note will include a *review matrix* presenting how each review question will be addressed, the data sources and the data collection methods and tools that will be used to gather additional data needed for the MTR and a set of criteria to rate the strength of the evidence collected. Adequately addressing each key review questions will be the basis for IUCN to sign off on the completeness of the

review report. The link between review questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the review findings. Conclusion and recommendations should be underpinned by a strong set of evidence. The review team should ensure that the sample of project stakeholders consulted equitably represent the various possible perspectives, including in terms of gender balance.

The review team will be accountable for producing the following MTR products:

Inception report with methodological note a review matrix;

Draft review report; 25 pages max

Final review report - 25 pages max, plus annex;

A two-page summary of key findings, lessons, recommendations and messages from the MTR report, that can be disseminated to the wider public for general information on the project's results and performance to date.

A PPT presentation for a webinar targeted to key stakeholders in which the key finding and recommendations from the MTR will be presented.

The 20 pages report is expected to follow the format below:

Title page including project identification details

Executive Summary (including at a minimum the methodology, findings and recommendations)

Table of Contents

List of Abbreviations and Acronyms

A short introduction to project/programme – context and description

Purpose of the Evaluation, Evaluation Issues and Questions

Methodology (including approach to data analysis)

Findings - organized according to the key evaluation questions

Conclusions and lessons learned

Recommendations – actionable recommendations clearly linked to findings and lessons

Annexes

It is expected that the MTR team will participate in knowledge-sharing events, such as stakeholder debriefings, as needed.

Annex 3. UNEG Code of Conduct for Midterm Review Consultants

The Evaluators/Consultants:

1. They must present complete and fair information in their assessment of strengths and weaknesses, so that the decisions or actions carried out are well.
2. They should disclose the full set of conclusions together with information on their limitations and make it available to all those affected by the evaluation who have the express right to receive the results.
3. They shall protect the anonymity and confidentiality of individual informants. They must offer maximum notice time, limit time demands, and respect people's right not to get involved. Evaluators must respect the right of individuals to provide information confidentially and must ensure that sensitive information cannot be traced back to its source. Evaluators are not obliged to evaluate individuals but are required to maintain the balance between the evaluation of management functions and this general principle.
4. Sometimes, when carrying out the evaluations, they will uncover evidence of crimes. Such cases should be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant supervisory bodies when there is the slightest doubt as to whether these issues should be communicated and how they should be communicated.
5. They must be sensitive to beliefs, customs and customs and act with integrity and honesty in their relations with all interested parties. In line with the United Nations Universal Declaration of Human Rights, evaluators must be sensitive to the issues of discrimination and gender equality. They should avoid offending the dignity and self-esteem of those with whom they establish contact during the evaluation. Knowing that there is a possibility that the evaluation will adversely affect the interests of some stakeholders, the evaluators should conduct the evaluation and communicate the objective of the evaluation and its results in a way that clearly respects the dignity and self-esteem of those involved.
6. They are responsible for their actions and the product(s) they generate. They are responsible for a clear, accurate and balanced written or oral presentation, as well as for the limitations, conclusions and recommendations of the study.
7. They should apply sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the UN System Code of Conduct for Evaluators:

Name of Consultant: Guido Fernández de Velasco Sert

Name of the Consulting Organization: Asesores Ambientales Estrategicos (AAE)

I affirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluators.

Signed in Barcelona on 27 August 2018



Signature:

Annex 4. Evaluation Objective, Scope and Methodology

The following complements the information provided in Section 2: The Mid-term Evaluation Process.

The Evaluation Team:

Asesoramiento Ambiental Estratégico (AAE)

Mr. Guido Fernández de Velasco, Team Leader

Mr. Robert W. Crowley, Lead Evaluator, Interviewer English speaking nations, Redaction

Dr. Axelle Boulay, Interviewer Francophone nations

Mr. Edchison Cravid, Interviewer Portuguese nations

Ms. Sara Marchena, Logistics, Research and Cost analysis, Redaction

Mid-term Evaluation Timeline of Key Deliverables:

Contract signed:

Inception Report: 26 April 2022

Draft (1) MTE Report Submitted: 13 July 2022

Comments Received: 29 July 2022

Draft (2) MTE Report in response to comments submitted: 8 August 2022

Final MTE Report approved: 17 August 2022

Webinar to socialize results: 10 August 2022

The Purpose of the Evaluation

The evaluation is an independent technical and financial MTE of the GEF Global Learning, Finance, and Partnerships project (GEF ID 9522) under The Restoration Initiative –TRI–Program. In adherence to GEF requirements⁵¹, the GEF lead Implementing Agency (IA), the International Union of for Conservation Nations of Nature (IUCN), contracted *Asesoramiento Ambiental Estratégico (AAE)* to execute the MTE.

The Objective(s) of the Evaluation

The MTE provides GEF Agencies and partners with a systematic account of a project's performance by assessing its design, implementation, results and the likelihood of long-term impacts. The feedback and lessons learned allows the GEF Independent Evaluation Office (IEO) to identify recurring issues across the

⁵¹ Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_.01_Policy_on_Monitoring.pdf; accessed 20 March 2022.

GEF portfolio and contributes to GEF IEO databases for aggregation and analysis. For the GEF Secretariat, the MTE is a portfolio monitoring tool and facilitates learning from good practices and stakeholder participation. For the IAs: IUCN, The Food and Agriculture Organization of the United Nations (FAO), and the United Nations Environment Programme, the evaluation informs learning and improvement; accountability; evidence-based management and decision-making; and adaptations in project implementation based-on evaluation results and lessons learned. The MTE is a cornerstone of the Project's Monitoring and Evaluation Plan. The MTE enhances GEF and IA programming by informing future project design and implementation.

The MTE Report is the principal product that assesses the Project's accomplishments and progress against expectations as outlined through on a Results-based Management Framework established within the Program and Project Results Framework and draws lessons aimed to improve the sustainability of project benefits and enhances GEF and IA programming by informing future project design and implementation. In adherence with the specifications outlined in the Terms of Reference (TOR) for the TE consultancy (Annex 2), the report analyzes aspects and results of the project according to GEF criteria⁵² for monitoring and evaluation including Relevance, Effectiveness, Efficiency, Adaptive Management, Sustainability and cross cutting issues, such as Gender Management, Safeguards, among others. The report outlines Conclusions, Recommendations and Lessons Learned, as well as challenges to project implementation and corrective actions to ensure maximum results by the Project's completion. The Report promotes accountability, transparency, sustainability, as well as effective and adaptive management of GEF resources.

Ethics

The MTE process adhered to all pertinent professional and ethical guidelines and codes. The evaluation was conducted in accordance with the norms, standards, ethical and conduct guidelines defined by the GEF guidance⁵³, IUCN Policy⁵⁴, and UN agency guidelines as expressed in the United Nations Evaluation Guidelines (UNEG). The MTE was therefore sought commonality between the different IA regulations for M&E. The Mid-term Evaluation process was based on evidence-based management focused on reliable data and observations, relevance to the needs of the users, meaningful stakeholder engagement and focused-on learning, improvement and accountability. AAE provides a signed declaration of the United Nations Evaluation Guidelines (UNEG) Code of Conduct is included in Annex 3.

The Scope of the Evaluation:

The Scope or Systems Boundary of the evaluation is defined by temporal, geographic and thematic aspects of the Tri Global Child Project.

The temporal dimension of the evaluation covers the Global Child Project from the design phase ending at CEO endorsement on 6 April 2018; the inception phase culminating in the inception workshop concluded on 24 September 2018 and to the annual close of December 2021, which was the limit of financial and technical information provided. The approved project implementation period is currently 60 months with an expected closing date of March 2023. The MTE was launched in March 2022 at 47 months from endorsement or 17 months beyond the mid-point of the Project.

The geographical dimension of the evaluation is global with consultation focused on the three IAs and on

⁵² Global Environment Facility. Independent Evaluation Office, 2010. GEF Monitoring and Evaluation Policy Pg. 35; par 81. URL: <http://gefieo.org/sites/default/files/documents/reports/gef-me-policy-2010-eng.pdf>. Accessed 26.04.2022

⁵³ *ibid.*

⁵⁴ IUCN, 2015 The IUCN Monitoring and Evaluation Policy. 12pp. URL:

https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf; Accessed 29 March 2022.

key supporting international partners. National-level consultations with ten national child project stakeholders included project managers and key informant interviews (KIIs, described in Section 3: Methodology) in the following countries: China, Kenya, Tanzania, Cameroon, Central African Republic (CAR), Democratic Republic of Congo (DRC), Guinea-Bissau, and Sao Tome & Principe (STP). Pakistan did not respond to the request for an interview. An additional Child Project implemented in Myanmar was suspended by the GEF and is not included within the boundaries of the evaluation.

The content or programmatic scope of the evaluation responded to the Terms of Reference (TOR) for the MTE (Annex 2). Thematically, the MTE evolved from the following aspects: (a) the Project's foundation as described in its justification, strategy and design; (b) the Project's progress towards expected results and impacts; (c) Project implementation and adaptive management; (d) cross-cutting issues *e.g.*, the feasibility of the project strategy and mechanisms for assessing and mitigating risks and (e) conclusions, recommendations and lessons learned. These areas will be examined across evaluation categories illustrated as follows:

1. Project justification: a review of the project context (problem, country/child project priorities, etc.) to understand if the project strategy responds to a well-conceived problem with adequately understood baseline and context. The main development assumption, that a central support unit will create synergies and benefits to IAs and to child projects was examined. Evaluators examined PPG products, validated the underlying development assumptions and identified any changes in the baseline, context, national and global priorities to assess the Project's continued relevance.
2. Theory of Change: The Project's hypotheses underpinning the internal logic of the Project's architecture⁵⁵ was reviewed.
3. Project Strategy: an analysis of the Results Framework and the Project's architecture or the relationship between the Project's components (outputs, indicators and targets) to Outcomes and the Project's objective, their SMART⁵⁶ characteristics, relevance of the strategy to reaching the stated outcomes, and potential for realization of the desired outcomes by the end of the project to inform any adjustments in the Project's monitoring plan. Evaluators also analyzed the validity and likelihood of outcome-level assumptions proving true or changed given any changes in international priorities or the pertinent needs of client Child Projects.
4. Risks: an updated review of the Project's risk assessment profile and review process.
5. Progress Towards Results: The Project's progress at the MTE was ranked based on prognosis of the Project's likelihood to achieve expected Outcomes by the end of the project. Progress is gauged by analyzing the realization of the stated composite outputs and on the indicators presented in the Project's Results Framework. The ranking scale follows the traffic light system with a numerical ranking from Highly Unsatisfactory (HU) to Highly Satisfactory (HS) described below. [Annex 1](#) also provides a description of the ranking system. Evaluators also identified remaining barriers and bottlenecks to achieving the project's objective and results.
6. Progress Towards Impact: the likelihood of the project contributing to the environmental stress indicators as outlined in the Project's objective in addition to a comparative review of GEF 7 core indicators⁵⁷.

⁵⁶ Specific, Measurable, Attainable, Relevant, Time-bound

⁵⁷ Including tracking of updated GEF 7 core indicators

7. Safeguards: assessment of the quality of stakeholder engagement, changes in risks and compliance with approved safeguard mechanisms and the need for additional safeguards and the grievance mechanism.
8. Project Implementation and Adaptive Management: An analysis of the technical and financial execution of the outputs, oversight, and the M^E functions and Project Management budget execution informed an analysis and ranking of Effectiveness and Efficiency respectively. In addition, evaluators probed the Project Management functions, e.g., Project planning, monitoring and reporting, and determine quality of the management experience and effects on achieving project outputs in a timely and cost-effective manner.
9. Sustainability: the financial, institutional, socio-political and environmental risks to sustaining long-term project results focused on the programme and global levels.
10. Project Governance: the effectiveness of the management modality, governance, decision-making, and value added to the Child Projects. This included an assessment of the effectiveness of the relationships between Implementing agencies and executing agencies, changes in administration and related effects.
11. Lessons learned, Conclusions and Recommendations to foment discussion by management and, if applicable, to guide future adaptations and project execution.

Evaluation Methodology

The evaluation used a mixed methodological approach, combining quantitative and qualitative methods and took a participatory approach combining the evaluator's external assessment with the experience of internal and external stakeholders. All contact between the international members of the evaluation team and stakeholders was virtual.

Evaluation Criteria and Questions

The GEF Evaluation Criteria are lenses through which the information gleaned from evaluation, interviews or other activities were processed. These are Relevance/Coherence, Effectiveness in achieving results, efficiency, and sustainability. For each of the following criteria, key evaluation questions aligned with those provided in the TOR have been developed and are presented in an evaluation matrix presented in Annex 5.

The key evaluation criteria received a ranking using the “traffic light system,” a color code ranging from “Red” (not likely to meet expectations) to “Green” (likely to meet expectations) from two viewpoints: the actual achievement per the stated MTE targets and the estimated End-of-Project (EOP) targets. The ranking is complemented by a numerical rating associated with evaluation categories ranging from “Highly Unsatisfactory” (HU) to “Highly Satisfactory” (HS). A description of the ranking system and scales is presented in Annex 1. Each of the following evaluation categories received rankings.

Relevance/Coherence of the Project Strategy

The relevance analysis focused on the strategic formulation and design of the project, its coherence with the situational analysis and the problems raised; the degree of participation of the beneficiary population in the construction of the project, considering its link with the priority areas of the GEF, IAs and pertinent international priorities, such as the Bonn Challenge. This analysis was carried out through a document review and Key Informant Interviews (KIIs). Relevance aspects also emerged from the elements gathered from the different interviews and focus groups carried out with Project stakeholders. Additional areas related to new barriers, new problems, or completeness of the baseline situation were also queried in KIIs

and cross-referenced with the project context sections of related projects. The Theory of Change and the continued relevance of project activities in producing the desired outputs and outcomes within the context of the project's logic is analyzed. Any assumptions not identified during the formulation stage was reviewed. Evaluators examined if the proposed support from non-GEF sources critical to achieving the outputs and outcomes materialized and to what effect. Evaluators seek other strategies not considered that could present opportunities for project partners.

Effectiveness: Progress Towards Achieving Results.

The evaluators analyzed the progress of the project towards achieving the results at the Outcome-level as defined in the GEF-approved project document package. To do so, the evaluators used a Progress Towards Results Matrix which compared and analyzed the GEF targets for the MTE against the baselines defined in the Results Framework per indicator. A second layer of analysis was undertaken using progress against the stated outputs. Inconsistencies between the two activities enable evaluators to identify problems with design, the indicators or problems in execution. In addition, this allowed the evaluators to identify persisting or new barriers to the achievement of the objectives and likewise, identify successful aspects of the project. KIIs triangulated the information gleaned from Annual Workplans, Progress reports and minutes from key meetings. The Progress Matrix is an important annex to the Evaluation Report.

Efficiency: Project Implementation and Adaptive Management

The efficiency analysis examined the agility of the administrative processes in executing the programmed activities within the times frames established. It determines the results of the work planning process, feedback loops and the fluidity of the financial processes and delivery systems. Evaluators looked closely at the analysis of the administrative/financial actions and at the application of the work planning approach and adaptations based on monitoring of results. This includes the efficiency and effectiveness of the monitoring systems in supporting decision-making and governance.

The analysis considers the budget revisions and changes that have been made during implementation. To this end, programmatic and financial monitoring tools, monitoring reports from IUCN, operational plans and programmatic reports were reviewed. The results were triangulated with KIIs.

The results revealed the trends in budget execution, changes between the pre and post COVID project execution, and costs of the attainment of outputs to the midpoint of the project. These compared with the results of the effectiveness analysis provide a picture of the overall management results and enable recommendations for adaptations on different levels.

Evaluators analyzed the management efficiency required to execute the remaining budget to the end of the project, as well as the effect of COVID within the context of GEF Guidance for support to post-COVID-19 economies. Both are important factors in analyzing the need for an extension, an important recommendation of the MTR. Evaluators also investigated efficiencies in compliance with guidelines, safeguards and how the project has adapted to different situations that might have occurred during implementation as well as how effectively the team mitigated for the effects of COVID. An additional key question is, "how have the different layers of stakeholders been engaged to create efficiencies of scale?"

Sustainability

Sustainability is analyzed from four perspectives: financial risks, socio-economic feasibility, institutional and governance risks and environmental risks. The effects of COVID-19 were analyzed as environmental threats to both project implementation and sustainability. The consultants analyzed the actions carried out to strengthen individual and institutional capacities.

The tools provided to enhance Sustainability includes safeguards including the cross-cutting issues of

Stakeholder Engagement, Gender Action Planning and the presence of a functional Grievance Mechanism of the project. Evaluators reviewed the safeguards presented at CEO endorsement and related documentation, including monitoring reports, assessments, PIRs etc. to determine whether the related management measures are being effectively implemented. The team probe the level at which stakeholder and gender-specific views and concerns are considered and integrated into the project management process.

Finally, the financial sustainability of the mechanisms presented are examined to determine if the mechanisms in-force by the close of the project will be sustained at an acceptable level of quality into the foreseeable future.

Evaluators were also observant of any changes to the sustainability outlook from CEO endorsement to the present. Evaluators probe changes in safeguards related to the changes in the target regions of the project through direct stakeholder consultation as well as through virtual focus group meetings.

Lessons Learned, Conclusions and Recommendations

According to the reporting requirements expressed in the TOR (Annex 2) for the evaluation, the evaluators draw conclusions and present recommendations to improve project management, implementation, and to assure the delivery of the outputs based on a validated set of indicators in-line with GEF focal area indicators, international priorities and IA objectives. Recommendations include actions required to rectify the problems encountered.

Information collection methods

Given the nature of the object of study, the methodology of data collection and analysis combined qualitative (including participatory techniques) and quantitative methods (data collection, processing, analysis, and presentation of information), which allow the evaluators to draw conclusions related to the outputs. The different techniques for collecting and analyzing information used during the MTE are detailed in Annex 4.

The different techniques for collecting and analyzing information used during the MTE are detailed as follows:

Desk review: IUCN established a SharePoint for the dissemination of information to the MTE team. The main documents related to the Project were reviewed and analyzed from different perspectives such as the quality and relevance of the information provided, identification of gaps, coherence, and correlation between documents, etc. Many of the documents provided were reviewed beginning on 16 March 2022 until the time of this report. The process will continue through the month of April. The list of Initial Information received, consulted and missing is presented in [Annex 6](#), which should be the reference point in tracking the delivery of documents. The MTR Final Report will contain a complete list of all sources consulted throughout the evaluation process.

Interviews: A list of key informants from each IA and EAs at the national level including key international stakeholders has been provided. organization/institution, authorities, heads of partner organizations, heads of public institutions, local authorities, project managers; will be interviewed in a minimum duration of 40 minutes, depending on the relevance and amount of information the interviewee can offer. A Semi-structured Interview Guide (Annex 8) has been produced to facilitate the conduction of the interviews. The Semi-structured interview questions are derived from the MTE Matrix (Annex 5), which presents all the dimensions of the evaluation by criteria.

Focus Groups: Focus groups are considered to reduce the number of individual interviews. Based-on the results of the focus group, the evaluators will ascertain the need for targeted, follow-on interviews with

selected individuals to either confirm, inform or to triangulate information received. The same process can be used to foment dialogue on future project actions and to test recommendations.

Processing and systematization of all the information collected and analyzed. The synthesis will be organized in a previously prepared Excel matrix based on the evaluation questions presented.

Triangulation techniques will be used for the interpretation of the findings and their subsequent assessment. To this end, the results of the analyses will be verified by comparing sources and through different collection methods. For example, the answers obtained in interviews with government personnel would be validated with opinions of the beneficiaries or with other sources of statistical information or opinions of outside experts.

Presentation of Findings: At the end of the implementation period, a feedback loop is planned with IUCN and the respective IAs to validate the preliminary findings of the assessment through rounds of comments to be considered and incorporated into the final report.

Evaluability and Challenges:

The information base and contacts were deemed at inception to be evaluable. The evaluation was implemented as planned with no major setbacks. Several minor setbacks did occur that were costly in terms of time but did not derail the evaluation process. First, the information base presented for the desk survey was incomplete and did not include information from all participating IAs. Direct queries to IAs produced the information required. Second, the contact list provided to the evaluation team included outdated country-level contacts. Third, financial information requested was received from IUCN but was not disaggregated by component making an analysis of efficiency difficult. No primary financial information was made available from FAO or UN Environment forcing the evaluation team to use secondary sources e.g. a consultant's assessment for the 2022 PAC meeting, PIRs, etc. The disconnects underpinning these challenges are discussed as findings in the Project Implementation section of this document. Finally, the normal and expected challenges of virtual processes occurred. Sao Tome and Principe experienced an extended period without internet connections, general transmission problems, etc. Pakistan, unfortunately did not respond to the interview request. The team rectified these problems with follow-on interviews and written requests for information.

In general, the IAs and country teams were cooperative, responsive and forthcoming in responding to the mentioned challenges and effectively mitigating them.

Annex 5 Evaluation Matrix

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
Project Strategy: How appropriate and relevant are the Global Child project strategy, design and intervention logic in terms of its objectives and anticipated outcomes?			
Is the project strategy fit-for-purpose to promote a successful program level coordination, effective monitoring and learning, and adaptive management across all TRI child projects?	Level of Engagement Level of Achievement of component 1	PRODOC, CEO endorsement, PFD PIRs, Program Progress Reports, PAC and PSC recommendation Reports	Document review Key Stakeholders Interviews
Is the project strategy fit for-purpose to successfully capture, facilitate, and disseminate project learning, experiences and relevant information?	Level of Achievement of Component 2	PRODOC, CEO endorsement, PFD PIRs, Program Progress Reports, PAC and PSC recommendation Reports Knowledge Products and Tools Knowledge Sharing Workshops and Webinars reports	Document review Key Stakeholders Interviews TRI Website research Dgroups TRI Online Community Library
Is the project strategy fit for-purpose to deliver effective technical support as needed to national child projects across the component workstreams?	Level of Satisfaction at National Child Project level	PRODOC, CEO endorsement, PFD MEL Framework results PIRS, Program Progress Reports	Document Reviews Key Stakeholders Interviews
Is the project strategy fit for-purpose to facilitate South-South partnership among the national child projects?	Presence of absence of South-South partnership	PRODOC, CEO endorsement, PFD MEL Framework Results PIRS, Program Progress Reports Year In Review	Document Reviews Key Stakeholders interviews
Did the program design include lessons learned from other relevant projects?	Presence or Absence	PRODOC, CEO endorsement, PFD	Documentation review
Did the program design include identification and adequate mitigation and management measures of environmental and social risks?	Presence or Absence	PRODOC, CEO Endorsement, PFD SES	Documentation review

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
Did the program design include Relevant gender issues and considerations?	Presence or Absence	PRODOC, CEO Endorsement, PFD SES	Documentation review
Did program design include the participation of relevant stakeholders from civil society organizations and indigenous peoples?	Presence or absence	PFD document STAP PRODOC CEO Endorsement	Document review Key Stakeholders Interviews
- Monitoring and Evaluation at design/implementation: was it carried out at two levels as planned?	Presence or Absence	PFD Document, PRODOC, Program Inception Report and Project Inception Report PIRs, TRI MEL Framework	Document review
Are there any changes that need to be made to the TRI Global Child project to ensure its continued relevance to TRI national projects, and possibly make it more relevant?	Alignment with national priorities and new world developments (context)	National Child project PRODOCs, MTRs, and PIRs Global Child Annual Workplans	Interview with relevant stakeholders SWOT Analysis
Are the indicators and end-of-project targets SMART?	Number of indicators that are considered SMART	PRODOC, PFD Project Results framework MEL Framework Core indicators	Document review
How much and why did the results of the Project and strategies contribute to the scope and achievement of the expected results?	Alignment of the results obtained with the established indicators	PRODOC, Annual work plans PPRs, PIRs Interviews	Compare product achievements with project indicators Interviews with relevant stakeholders
Will the activities produce the expected results within the stipulated time frames?	Level of achievement of targets established in the logical framework.	PPRs; annual work plans, semi-structured interviews; Budget execution analysis	PIRs, PPRs Reviews; interviews Budget execution by product.
Were the assumptions made by the Project validated? what new assumptions that should be made could be identified?	Degree of change in assumptions	PIRs; Project Document; STAP review; semi-structured interviews	Analysis of the data obtained in the s PIRs plus interviews with key stakeholders
Was the project's budget and its planned duration cost-effective?	% Spent vs planned budget	Budget approved in the CEO Endorsement Financial Expenses report from all components (agencies) including Management costs	Review of project budget vs financial quarterly execution, and interviews

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
How much have implementing agencies contributed and national counterparts (public, private) helped the project?	Number of engagements (MOUs if applicable)	PIRs; semi-structured interviews Minutes from meetings (PAC, GDU and PSC)	Analysis of the data obtained in the document review plus interviews.
Has the COVID 19 crisis affected the implementation of the Project's activities?	Changes in Annual plans	Annual Work Plans, PIRs, Program Progress Reports	Budget Execution Analysis
How do the project results support the strategies and priorities of the GEF, the nation, and the sector?	Total alignment No non-lined results	PIRs, PPRs PRODOC, CEO Endorsement, PFD	Compare results and planned activities (AWP and PIR) with GEF indicators, focal area, and strategies. Confirmation in interviews
Are components and results feasible, practical, and clear within the Project's time frame?	Consistency between activities and products (outputs). Consistency between products and results Quantity and type of AWB and revision and budget.	Approved project documents AWPs; PIRs, PPRs Key informants	Document review Interviews with project management and partners on the project's governance committees
Is Project Theory of Change realistic? Why was the Theory of change (TOC) revised?	Confirmation of experts and similar projects	Expert informants M&E Documents (Folder #3) TRI MEL Framework (April 1, 2021)	Interviews by experts in the sector not aligned with the project. Consult external sources outside the project. Review of project documents
Were the capabilities of the institutions and counterparts carefully considered in the design of the project?	Staff ratings Level of project management participation	CVs of the main players in the project Corporate CV of partner institutions in the project	Document review Website review Consultations Interviews with key staff
Were resources from baseline or offsetting actions (financing, personnel, facilities, regulations, etc.) available at the start of the Project?	Everything proposed	Validation of support elements or the co-financing proposed in effect or that came into force from the beginning of the project	Review of reports and structured virtual interviews.
What are the factors beyond the control of the Project that have influenced the development of the results? How effective	That the assumptions presented at the beginning of the project are maintained	Annual Work Plans, PIRs; semi-structured interviews. PRODOC PIR, PPR	Document analysis

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
were the Project's strategies against balancing these factors?	Mitigation strategies have been implemented as planned.		
New assumptions that were not identified or that emerged without being previously foreseen	Presence or absence	PRODOC PPRs, PIRs Interviews with project staff and leadership of counterparty organizations.	Risk analysis Interviews with technicians
Were changes made to the Project Results framework? What other changes during implementation?	Presence or absence	PRODOC, PFD, STAP Program and Project Inception reports PIRs, Program Progress Reports	Document review Key Stakeholders Interviews
Progress Towards Results: To what extent is the Global Child Project progressing towards the delivery of its outputs, outcomes and objectives? Does the result brought by the project at midterm achieve the intended performance or objectives aligned in the framework? Does it abide by the budget allocated?			
To what extent is the project promoting good practices for program level coordination, planning, implementation of FLR, adaptive management and effective monitoring across all TRI child projects?	Level of satisfaction	PFD Document	Document review
	Level of Achievement Component 1	PIRs, Program Progress Reports Component 1 Budget Expenses by Quarter (since project start)	Progress Matrix Analysis and Budget Execution Key Stakeholders Interviews
To what extent is the project consolidating and sharing FLR knowledge generated across all TRI child projects	Level of Achievement Component 2	PIRs, Program Progress Reports	Documentation Review
		Component 2 Budget Expenses by Quarter (since project start) Communities of Practice (CoP) Knowledge Base Platform PIR's Year in Review and other Knowledge and Comms. products	Key Stakeholders Interview IUCN, FAO, and UNEP Websites search Progress Matrix Analysis and Budget Execution
To what extent is the project supporting engagement with key decision makers to facilitate the establishment of enabling policy environments for FLR across TRI countries?	Level of satisfaction of the National Child Projects	TRI Policy component implementation Status	Interviews with Stakeholders and decision makers
	Level of Achievement Component 4	Policy and Governance Assessment Policy Briefs PIRs, Program Progress Reports Component 4 Budget Expenses by Quarter (since project start)	Documentation review Progress Matrix Analysis and Budget Execution

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
Are there any barriers or risks that may prevent future progress towards and the achievement of the Global Child Project's longer-term objectives?	Presence or absence	PIRs PAC & PSC recommendations MEL Framework (Core indicators achievements) NCP MTRs	Documentation Review Interviews
What is the level of progress based-on the indicators in Component 1? What is the project's ability to achieve the goals by the end of the project?	Level of progress by the 10 outputs of the 2 outcomes	PIRs Annual work plans GCU, PAC, and PSC Meeting minutes; Communications and Outreach Strategy Workshops, Webinars Formal Partnership Strategy Document MEL Framework Implementation TRI website Component 1 Budget Expenses by Quarter (since project start)	Documentation Review Interviews Progress Matrix Analysis and Budget Execution
What is the level of advancement in component 2? What is the possibility of the project to achieve the goals by the end of the project?	Level of progress of the 10 outputs of the 5 outcomes	PIRs Annual Work Plan (Component 2 – FAO) FAO Website: https://www.fao.org/in-action/forest-landscape-restoration-mechanism/our-work/projects/tri/es/ Component 2 Budget Expenses by Quarter (since project start)	Documentation Review Progress Matrix Analysis and Budget Execution Interview with Key Stakeholders
What is the level of advancement in component 3? What is the possibility of the project to achieve the goals by the end of the project?	Level of progress by output 5 outputs (2 outcomes)	PIRs Annual Work Plan (Component 3 - UNEP) UNEP Website Component 3 Budget Expenses by Quarter (since project start)	UNEP Focus group Document review Progress Matrix Analysis and Budget Execution
What is the level of advancement in component 4? What is the possibility of the project to achieve the goals by the end of the project?	Level of progress of the 5 outputs of the 2 outcomes	PIRs Annual Work Plans (component 4 – IUCN) Policy Framework	IUCN Focus Group Document review

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
		Component 4 Budget Expenses by Quarter (since project start)	Progress Matrix Analysis and Budget Execution
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
How effective is the project management as set in the PRODOC? Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely Manner?	Project management structure effective to support project Changes made in Structure Decisions are clear and taken in timely manner	Work plans Project operational guidelines, manuals and systems Minutes of meetings Project Document	Document analysis Interviews with staff
To what extent has the PAC helped guide and provided oversight of the Global project?	Presence or absence of recommendations from the PAC	Reports PAC recommendations monitoring tool	Document review Key Stakeholders Interviews
To what extent are the current Global Child Project operational modality and governance structure efficient in contributing to the overall achievements of TRI? How effectively and efficiently have the three partnering GEF TRI agencies worked together to jointly implement the Global Child Project?	Presence or absence of coordination mechanism implemented Level of satisfaction of GEF Tri agencies with the operational modality and governance structure Progress towards results achieved by MTR	PIRs MTRs available TRI Community of Practice MEL framework Year in Review, Newsletters	Budget Execution Analysis Percentage of target achievement vs. budgeted execution (by component) Key Stakeholders Interviews Progress Matrix Analysis
To what extent has the TRI programmatic approach supported by the Global Child Project generated costs savings and efficiencies in the provision of coordination and technical support and monitoring and evaluation?	Level of target achievement vs. budgeted execution (by component)	Annual Budgets and workplans PIRs MEL Framework	Budget execution analysis Progress Matrix Analysis Key Stakeholders interviews

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
Are the Monitoring, Evaluation and Learning (MEL) framework and related tools developed by the Global Child Project adequate and effective?	Level of target achievement vs. budgeted execution (by core indicator)	PIRs Program Progress Reports MEL Framework	Documentation Review Key Stakeholders Interviews
In what ways has the Covid-19 pandemic impacted the Global Child project progress (delays, cancellation, etc.)?	Trend line variations	Budget expenses by quarter and by component	Budget Execution Analysis
Given impacts from Covid-19, at this point in time, will all project activities be successfully completed by the current project end date, or will there be a need for adjustments (in time frame and/or targets)?	Trend line variations Level of achievement by outputs	Budget expenses by quarter and by component PIRs Program Progress Reports	Budget Execution Analysis Progress Matrix analysis Key Stakeholders Interview
What are the adaptive measures that have been taken (e.g., budget reallocations, timeline adjustment, etc.), or will be taken going forward, to address Covid-19 impacts?	Presence or absence	PIRs Program Progress Reports Annual Work Plans PAC, PSC Recommendations	Documentation Review Key Stakeholders Interviews
Has a partnership strategy been developed? Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	Presence or absence of a Partnership Strategy and/ or Stakeholders Engagement Plan	All Project Implementation Reports (PIR) Workshops participation Program Progress Reports PAC workshops	Document review Key stakeholders Interviews
Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly rated PIRs, if applicable?) Assess how lessons derived from the adaptive management process have been documented, shared with	Completeness and accuracy of M&E reports Are recommendations on adaptive management from PIRs implemented and monitored?	All monitoring reports prepared by the project Minutes of meetings	Document analysis Focus groups with project partners







Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
key partners and internalized by partners.			
<p>Do the monitoring tools provide the needed information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost- effective? Are additional tools required? How could they be made more participatory and inclusive? Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively? How is quality of activities, strategy and management assessed?</p>	<p>Cost Effectiveness of the monitoring tools</p> <p>Participatory and inclusiveness of monitoring tools</p> <p>Adequacy of budget for monitoring & Evaluation</p> <p>Analysis of indicators according to three types (structure e.g. enabling conditions to put into place, process e.g. quality of conditions put into place and outcomes are social and/or environmental, qualities maintained restored or improved.)</p>	<p>All monitoring reports prepared by the project</p> <p>PRODOC, MEL Framework</p> <p>M&E Budget approved at CEO endorsement</p> <p>M&E structure</p>	<p>Document analysis</p> <p>Key Stakeholders Interviews</p>
<p>How was the project financial management cost effective? Were there any changes to fund allocations as a result of budget revisions? Was it appropriate and relevant? Is the Project financial reporting, and planning allowing management to make informed decisions regarding the budget and allow for timely flow of funds? How is the project co-financing monitored and on track? Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align</p>	<p>Effective Spent</p> <p>Budget deviations</p> <p>Cash disbursements timing</p> <p>Level of Co- financing to date versus target</p> <p>Alignment between project and donors` priorities</p>	<p>Project Document</p> <p>CEO Endorsement</p> <p>Financial and administration guidelines used by project team</p> <p>Financial disbursement reports</p> <p>Co-financing reports</p>	<p>Document review</p> <p>Interview with Finance staff and key co-financers</p>








Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
financing priorities and annual work plans?			
Were the risks identified in the project document and PIRs the most important? risk ratings were applied appropriately?	Number of new identified risks and changes in risk ratings.	PRODOC Risk Table PIR Risk Table ESMS	Document Review Key Stakeholders Interview
How and to what extent has the project implementation process, coordination with stakeholders and important aspects affected the timely start, execution, of the project?	Percentage of current execution rate vs expected at PRODOC level.	PRODOC PIRs; Annual Work Plans Financial quarterly disbursement reports (by component)	Document Review Key Stakeholders Interviews
How have stakeholders participated in project management and decision-making? What are the strengths and weaknesses of the approach taken by the project management? What could be improved?	Number of meetings of the Steering Committee and the PAC? Participation of stakeholders	PAC Workshop reports PSC reports, PIRs Progress Program Reports	Review of relevant documents Key Stakeholders Interviews
Sustainability: To what extent there are financial, institutional, socio-economic and/or environmental risks to maintain project results in the long term?			
Are there new risks that have arisen and were not previously foreseen?	Presence or absence	PRODOC PIR Interviews	Risk analysis, PRODOC QPR Interviews with technicians
Are there financial risks that can impact the permanence of the results achieved by the project?	Estimated recurring expenses	PRODOC Sustaining plan budget Financial Reports Semi-structured interviews	Review of recurring expenses of monitoring actions and compare with the budget of the agencies responsible.
Is there any social or political risks that could jeopardize the permanence of the project results? What is the risk that the level of ownership of stakeholders will be insufficient to allow project results/benefits to be maintained?	Number of new risks identified and assessment of existing risks.	PRODOC Sustaining plan PIRs Program Progress Reports	Documentation Review Key Stakeholders Interviews

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
Are sustainability elements cross-cutting in the implementation of the project?	PIRs and PPRs reporting on sustainability issues	PRODOC PIRs, PPRs Annual Work Plans PAC & PSC recommendations	Examine links between project planning tools, policies, and financing tools outside the project
Have persistent and short-term environmental risks been assessed?	A revised or validated list of environmental risks	PRODOC PIR GEF Tracking Tool SESPs	Documentation Review Key Stakeholders Interview
Socio-economic risks (safeguards) have been monitored?	Safeguard's criteria discussed Number of complaints expressed	Safeguards PIRs Minutes of meetings and parties interested	Review of the documentation on safeguards.
Impact: There are indications that the project has contributed to or allowed progress towards reducing environmental stress and/or improving ecological status?			
To what extent have the knowledge products and tools brought by the global child project have been taken up and harnessed by national child projects and other stakeholders? To what extent has TRI programmatic approach led to the most effective use of TRI resources and efficiencies of scale in the provision of coordination and technical support?	Level of satisfaction of users of knowledge products and tools Number of users	PRODOC PIRs, MTRs, MEL Framework Communications and Outreach Strategy Component 2 (FAO) Communities of Practice, Knowledge Base Platform, e-Learning Participants lists (to webinars, courses, etc.)	Documentation Review Progress matrix Key Stakeholders Interview
Which partnership opportunities were leveraged by TRI linked to financing, planning, implementation and monitoring for FLR?	Number of partnerships	PIRs, Program Progress Reports Partnership Strategy	Key Stakeholders Interviews Documentation Review
What could be done differently by the global child project to ensure full ownership and continued relevance of the programmatic approach by all stakeholders?	Level of IAs engagement	PFD, STAP, CEO Endorsement MEL Framework Workshops Reports/ PAC, PSC reports	Key Stakeholders Interview Documentation review
Gender Mainstreaming: How did the project contribute to gender equality and women's empowerment?			

Evaluative Criteria Questions	Indicators	Best Sources of Info.	Methodology
Did the project contribute to advancing gender equality and women's empowerment? To what extent?	Learning on gender mainstreaming through the TRI program as it relates FLR (as measured by # of project documents, publications, training materials and presentations that include a discussion of gender issues).	Project documentation; relevant stakeholders.	Desk review; KIs (and FGDs if relevant).

Annex 6. MTE Documents Reviewed and Sources Consulted

Number	Document	Status	Comments Received
1	PIF	Not applicable	As Project is a child Project, Project concept (PIF) was not utilized. There is a description of Global Coordination Project in PFD.
2	Initiation Plan summary Report		Summary Report uploaded
3	Approved Final Project Document with all annexes and the TRI Program Framework (PFD)		
4	Any modified or updated Results Frameworks, etc. and approval documentation if applicable.		Please look in the most recent Global Child PIR and Results Framework reporting for any modifications to TRI Global activities. Global Child Project does not have same results framework as national child Projects that have direct activities on the ground
5	CEO Project Endorsement Request		GEF CEO Endorsement letter uploaded
6	Project and Program governance documents: PAC, PSC, and GCU minutes of key meetings.		PAC meeting summary and recommendations are included in the Global Program Report. PSC meetings and action points have been recorded through email summaries. AAE suggests interviewing PSC members to understand workings of PSC
7	PPG Products.		PPG workplan uploaded. Principle outputs were the refined, fully-developed Project Document and accompanying annexes and inception workshop in Douala, Cameroon.
8	Social and Environmental Frameworks or Screening Procedures and management plans e.g. Stakeholder engagement plan, Gender action or mainstreaming plan, Grievance Mechanism, etc.	Not applicable	ESMS screening identified risks of Global Support project as low and not requiring Environmental Social Management Plan. Grievance mechanisms, Gender action plans are within national level projects. Gender mainstreaming embedded into work of TRI Global Partners – see PIRs for reporting on Gender mainstreaming.

9	Project Inception Workshop Report and .ppt		Workshop report with ppt slides embedded uploaded
10	All Project Implementation Reports (PIR's)	2020, 2021	2019 PIR not submitted as Project had been under operation less than 1 year and submission of PIR was not required.
11	Planning: Approved Annual Work Plans and Budgets,	IUCN only FAO and UNEP not received	Check with FAO and UNEP for their respective Annual work plans and budgets. Will upload IUCN side
12	All Progress Reports: Annual Reports, Combined Delivery Reports, Biannual reports, Quarterly Reports (both Program and Project levels)	 Incomplete- Missing Annual Global Program Report to GEF	Progress reporting consolidated in Annual PIRs and results tables. Check with FAO and UNEP if they have recorded Quarterly reporting. Program-level reporting only occurs through annual Global Program Report to GEF
13	Implementing Agency Oversight documents and mission reports	 No minutes on PSC calls available	Implementing Oversight occurs through regular meetings/calls of PSC. Action points recorded in email call summaries. Can pull out a subset if desired.
14	Minutes of the PAC, PSC meetings and other meetings (i.e. Steering Committee meetings)	 PAC Meeting 2020 complete  No minutes on PSC	Only 1 meeting of PAC has occurred to date
15	GEF Core indicators, GEF Tracking Tools (from CEO Endorsement)	 Report on GEF Core indicators is missing	GEF Core indicators were revised by GEF in GEF-7, and Project team worked to provide guidance to all child projects on revising their results frameworks to use the new methodology. M&E colleagues can share final Guidance to Project teams.
16	MEL System Information reports	 Use of the 9 indicators templates not available	Through PIR submissions











17	Financial data, including actual expenditures by project components and outcomes, by month or by quarter including management costs	 Incomplete: Information consolidated up to Q2 2020 – does not include UNEP expenses – PMC not provided	FAO and UNEP colleagues would have Budget information for their respective components.
18	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	 Incomplete (Q2 2020)	To be compiled and shared.
19	Audit reports	Not applicable	I don't believe the Project has been audited. Please check with Project partners on their components. Will check with IUCN finance colleagues
20	Sample of project communications materials		
21	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants		
22	List of related projects/initiatives or parallel projects contributing to project objectives approved/started after GEF project approval.		
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available		Check with Communications focal points from each Agency to see if we have this data
24	Country or institutional Program Document demonstrating conformity to institutional objectives IUCN, FAO, UNEP.) for each country	Not applicable	No such document exists. National projects were endorsed by Country focal points and including information showing alignment with country objectives. Same for TRI program and coordination Project.
25	List/map of project sites,		
26	List and contact details for project staff, key project stakeholders, including PAC members, RTA, Project Team members, and other partners to be consulted (including TRI Organizational		

	chart)		
27	Evidence of Project deliverables (outputs) that provide documentary evidence of achievement towards project outcomes by component and output. such as, Communications strategy?		Compiling
28	<i>Any other additional documents, as relevant</i> Other relevant documents: Lessons Learned		

Annex 7. Key Informant Interviews and Focus Group Meetings

Implemented Agenda for MTR

Participants: IUCN, FAO, UNEP, GEF Focal Point, representative Stakeholders from components, safeguards, and project management perspectives:

- Gauge levels of inputs
- Obtain multiple perspectives on project execution.
- Listen to Gains, Concerns, Opportunities, and Risks.
- Determine the need for additional evaluation tools to triangulate information.
- Identify lesson learned for the future

Date	Name	Project Affiliation	Role	Title
11-Apr-22	Corbett Nash (Cory)	IUCN Global Support	Technical Lead, Communications	Knowledge and Outreach Officer, IUCN
11-Apr-22	Joshua Schneck	IUCN Global Support	Former Program Coordinator	IA Task Manager
12-Apr-22	Silvia Guizzardi	IUCN Global Support	Program Officer, Monitoring & Learning	Program Officer, Monitoring & Learning
	Florian Reinhard	IUCN Global Support	Technical Lead, M&E	Programme Officer, Forests, Business and Biodiversity, IUCN
	Carole Saint-Laurent	IUCN Global Support	Global Child PSC Member	Deputy Director, GFCCP, IUCN
12-Apr-22	Christophe Besacier	FAO Global Support	Global Child PSC Member	Forestry Officer, FLRM, FAO
	Adriana Vidal	IUCN Global Support	Program Coordinator and Technical Lead, FLR policy support	Forest Policy Officer, IUCN
13-Apr-22	Michael Alexander	UN Env Global Support	Communication Officer	
13-Apr-22	Caterina Marchetta	FAO Global Support	Technical Lead, Communities of Practice	Communications expert, FLRM, FAO
	Giorgio M. Millesimi	FAO Global Support	Comms Consultant, Junior	
13-Apr-22	John Muafor Fogoh	TRI Cameroon	Project Manager	INBAR

14-Apr-22	Henriette Kondaoule	TRI CAR	M&E Expert	
14-Apr-22	Adriana Vidal	IUCN Global Support	Program Coordinator and Technical Lead, FLR policy support	Program Manager, IUCN
18-Apr-22	Mr. Simbotwe Mwiya	TRI Tanzania	Chief Technical Adviser	
	Dr. Damas W. Mapunda	TRI Tanzania	Project Coordinator	Principal Environment Officer (VPO)
	Doyi Manzele	TRI Tanzania	Technical Advisor	IUCN Programme Officer Tanzania
	Mr. Frank Mtosho	TRI Tanzania	Monitoring and Evaluation Expert	Principal Economist (VPO)
19-Apr-22	Carolina Gallo Granizo	FAO Global Support	Technical Lead, M&E	M&E expert, FLRM, FAO
19-Apr-22	Rui Daniel Barbosa de Andrade	TRI Guinea-Bissau	Project Manager	
	Jean-Louis Sanka	TRI Guinea-Bissau	IA Task Manager	
	Pierre Campredon	TRI Guinea-Bissau	Technical Advisor	
19-Apr-22	Yiyun Sun	TRI China	Program Manager	
	Mr. Zhang Yan	TRI China	Director_IUCN China office	
	Liu Jing	TRI China	Project Manager	PMO
	Zhang Songdan	TRI China	Technical Advisor	
20-Apr-22	Jonathan Gheysens	UN Env Global Support	Technical Lead, Finance Mobilization	REDD+ and Sustainable Land Use Programme Officer, UNEP FI
20-Apr-22	Salvador Valério de Sousa Pontes	TRI STP	M&E expert	
	Faustino da Conceição Neto de Oliveira	TRI STP	Project Coordinator	
25-Apr-22	Benjamin De Ridder	FAO Global Support	Chief Technical Advisor/Technical Lead Institutional Capacity Building	CTA, FLRM, FAO
26-Apr-22	Paul Matiku	TRI Kenya_UNE	Project Director	Executive Director, Nature Kenya
	Rudolf Makhanu	TRI Kenya_UNE	Project Coordinator	
	Paul Gacheru	TRI Kenya_UNE	Implementation support, Science	

27- Apr-22	Floribert Mbolela Lupongo	TRI DRC	FAO Coordinator Bukavu	
28- Apr-22	Faustine Zoveda	TRI STP	IA Task Manager	
	Marco Pagliani Di Amato	TRI STP	Chief Technical Advisor	
3- May- 22	Christine Coester	IUCN Global Support	Consultant, Program Progress Report 2022	
4- May- 22	Victoria Luque	UN Env Global Support	EX Task Manager from UNEP	
	Joshua Schneck	IUCN Global Support	Former Program Coordinator	IA Task Manager
17- Jun-22	Florian Reinhard	IUCN Global Support	Technical Lead, M&E	
	Benjamin De Ridder	FAO Global Support	Chief Technical Advisor/Technical Lead Institutional Capacity Building	

Annex 8. Semi-structured Interview Guide

Focus Group Interview Guide for Mid-Term Review (MTR) with Key Stakeholders

Project: *TRI Global Learning, Finance and Partnerships Project -GEF 9522*

[Note: The following is a guide to Key Questions. Prior to each interview, depending on the KII, select 2 to 3 questions from the appropriate sections. The responses will be recorded in a master. Follow-on interviews can be scheduled to add or dig deeper into the responses.]

Interview Date:		
Participants Names	Organization	Role

Introduction: Note to Interviewers:

- ✓ Thank the participants for their availability for the interview.
- ✓ Brief presentation.
- ✓ Brief introduction of the main objective of the evaluation: their input will be used to inform the design of future projects, verify and evaluate execution and the results, identify opportunities for improvement for the achievement of objectives, and lessons learned.
- ✓ To streamline the interview process, we will ask multiple choice questions combined with some open-ended questions.
- ✓ Clarify that the information collected will be strictly confidential.
- ✓ Ask participants for their consent to record the interview; indicate that the interview will be recorded to better capture the information. If the interviewee does not feel comfortable make sure that the interview will not be recorded.

Part I: General Information:

1. Ask the KI to introduce themselves briefly and explain their relationship to the project
2. Since when has s/he/they been involved in the Project?

Part II: Project Strategy

1. Please briefly explain if you consider the project was well designed and aligned with national objectives and global goals by establishing its four components such as commitments to the Bonn Challenge, international policy goals including the SDGs that incorporate restoration, and the national policy frameworks and development objectives of many TRI and non-TRI countries?
2. Do you understand that any of these are no longer a priority or there are new priorities?
3. You or someone from your unit/organization participated in the project formulation process? Please describe the process
4. Do you think the Project has considered potential externalities (environmental, economic or political in the design of the project?)

5. What are the risks to the project? [check off The following risks were identified at the start of the project in the box below] :

Countries are not sufficiently committed to FLR to make necessary policy reforms
Knowledge products generated by the Project do not meet the direct needs of intended audiences
National child project teams are not sufficiently motivated to attend trainings and other Global child supported events
Project outputs lack sufficient means for reaching target stakeholders and fail to cut through information flow to have a sizable impact.
Lack of projects suitable for private finance identified in countries, thus making development of bankable projects challenging
Limited interest from TRI countries in developing bankable FLR projects
Current and future climate change impacts threaten the sustainability of restoration investments

6. Have new risks arisen during the implementation of the project? Is there documented evidence of contingency measures in the face of the new risks identified?
7. Do you consider that the results and indicators of the products were well defined and could be easily measured/evaluated?
8. Do you consider that the project will contribute significantly to the plans and/or goals of your organization?
9. Has GEF approved any modification to the results framework?

Part III: Progress towards results

General (for all components, agencies, and country teams)

1. Are the goals for each outcome or product being achieved? What do you think is working exceptionally well and why?
2. What do you think have been the main obstacles, as well as facilitating factors for the achievement of the results? Please explain
3. What are you considering as successful so far? Leaving indicators aside, what would you say is good enough to call the overall project successful at the end? How might you assess whether this success is appropriate for upscaling and replicating?
4. How has Covid-19 impacted Global Support? Do you feel you will need more time to achieve the expected targets at the current end of the project date?
5. Do you consider that the project is completing its activities on time and without delay?
6. What do you think are one or two key assumptions of the project and which knowledge product or other methodologies will provide concrete value for testing those assumptions?
7. Are there factors outside the project that influence the expected results for your Component(s)?
8. What were the most important achievements of the project so far?

Part IV: Project Implementation and Adaptive Management

Governance

1. How is partnership helping you to strengthen the programmatic approach? Can you share some concrete stories?

2. What benefits have you obtained by working in coordination with the other agency partners? What is working? What could be done better?
3. How you characterize the communication with the steering committees? Are you receiving useful guidance or information? [Ask the same question for upstream communication].
4. Is the steering committee receiving the right information to make decisions about the project?

Oversight

1. Did the project have enough human and technical staff and resources to achieve the results? Were there any setbacks due to shortcomings in this regard?
2. Do you think that the structure and organization of the Project were adequate to facilitate the execution of the project? Any opportunities for improvement?
3. How has the project created safe and supportive spaces that help the TRI to “fail early in order to learn quickly”? Concretely, what has failed and is it easy to talk about it?
4. Has there been any substantial change in the project between its implementation (staff turnover)?
5. To what extent has the PAC helped guide and provided oversight of the Global project?
6. Do you understand that Covid-19 affected the project in general? What measures were taken to adapt to the impact of the pandemic?
7. On a scale of 1 to 5, being 5 EXCELLENT, how do you assess the coordination between the different committees of the Project? How has the coordination between actors been? Can it be improved?
8. How is the Global Knowledge Platform providing value in your work? Were the Global Child needs of TRI taken into account?
9. What adaptive management method is working for you? Can you share some examples of adaptive management stories within TRI?
10. Is the Project financial reporting, and planning allowing management to make informed decisions regarding the budget and allow for timely flow of funds?
11. Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?
12. Do the outcomes of the program represent value for money? To what extent is the relationship between inputs and outputs timely, cost- effective and to expected standards?
13. Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely Manner?
14. Joint monitoring missions?
15. Are surveys performed? (MEL Framework means of verification)

Part V. Sustainability

1. Are there new risks that have arisen and were not previously foreseen?
2. Are sustainability elements cross-cutting in the implementation of the project?
3. Socio-economic risks (safeguards) have been monitored?
4. Are there other global environmental benefits that are occurring now or expected by the end of the project?
5. To what extent have the knowledge products and tools brought by the global child project have been taken up and harnessed by national child projects and other stakeholders?

6. To what extent has TRI programmatic approach led to the most effective use of TRI resources and efficiencies of scale in the provision of coordination and technical support?
7. Which partnership opportunities were leveraged by TRI linked to financing, planning, implementation and monitoring for FLR?
8. Are there any unintended consequences (positive or negative) as a result of the actions of the TRI program and its partners?
9. Are there any barriers or risks that may prevent future progress towards and the achievement of the Global Child Project's longer-term objectives?

Part VI. Gender and Safeguards

1. Did the project contribute to advancing gender equality and women's empowerment?

Part VII. Recommendations

1. Do you have any recommendations for the Evaluation Report?
2. Do you have any other inputs so the evaluators can better tell the story of the project?

Annex 9. TRI Child Project Results Framework

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
Global Environmental Goal: To contribute to the restoration and maintenance of critical landscapes to provide global environmental benefits and enhanced resilient economic development and livelihoods, in support of the Bonn Challenge.								
Project Development Objective: Strengthen overall delivery of TRI by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to TRI country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives.								
Component 1. TRI Coordination and Adaptive management.								
Outcome 1.1: Improved coordination, adaptive management and partnership among program stakeholders and increased effectiveness of Program investments; Enhanced collaboration, replication and upscaling of TRI best practices among environmental and development agencies and countries at the global, regional and national levels.	<ul style="list-style-type: none"> - Program and projects are well managed, addressing risks and challenges, and capitalizing on opportunities for learning, cross-fertilization and collaboration. - Number of active partners with which TRI is engaged at a programmatic level (through two-way sharing of information, expertise or tools, collaboration to increase impacts, or provision of co-financing). - New project/program proposals by 	<p>Inadequate mechanisms for collaborating, sharing and integration of TRI best practices among TRI and non-TRI countries and partners.</p>	<ul style="list-style-type: none"> - TRI portal and systems permitting effective collaboration among TRI partners and stakeholders operational and in use - Annual Project reviews rate coordination efforts as “satisfactory” or above, with evidence of cross-fertilization among child projects. - Independent midterm review of Global Child Project & TRI Program rates progress towards TRI objective as “satisfactory” or above. - Maintenance of active engagement with at least 	<ul style="list-style-type: none"> - TRI Portal and systems permitting effective collaboration among TRI partners and stakeholders - Annual Project reviews rate coordination efforts as “satisfactory” or above, with evidence of cross-fertilization among child projects. - Independent terminal review of Global Child Project & TRI Program rates progress towards TRI objective as “satisfactory” or above. - Maintenance of active engagement with at least 4 key partners, 	<ul style="list-style-type: none"> TRI portal usage metrics and satisfaction survey Annual Program and Project reviews Annual work plans of TRI child projects Independent midterm review and Terminal evaluation New GEF-approved projects and programs 	<p>Semi-annual</p>	<p>IUCN</p>	<p>Sufficient political will. Sufficient and timely co-financing; There is a rationale to having partnerships at a Program level in addition to the child project level.</p>

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
	GEF agencies, other partners and governments informed by/aligned with TRI best practices.		2 key partners, such as regional FLR initiatives, investors, NGOs, platforms, fora and other organizations .	such as regional FLR initiatives, investors, NGOs, platforms, for a and other organizations . - At least 2 new project/program proposals by GEF agencies, other partners and governments are informed by/aligned with TRI approaches and practices and include strong collaboration between different GEF agencies and other partners.				
Output 1.1.1: TRI Coordination Unit (GCU) established, operational and providing overall coordination and support services to facilitate achievement of TRI program outcomes	Coordination Unit established and providing effective support	GCU being established	GCU functioning and providing effective overall coordination support	GCU functioning and providing effective overall coordination support	Coordination Unit TORs; Meeting minute; Annual internal reviews; Independent midterm review and Terminal evaluation.	Semi-annual	IUCN	TRI national child projects see value in coordination of efforts and capture of synergies, participate in regular meetings, and are responsive to recommendations and services to

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
								be provided from GCU
Output 1.1.2: Program Advisory Committee (PAC) established and guiding overall progress of TRI	Program Advisory Committee (PAC) established and providing effective guidance	PAC being established	PAC functioning and providing effective guidance	PAC functioning and providing effective guidance	PAC TORs; Meeting minutes; Annual internal reviews; Independent midterm review and Terminal evaluation.	Semi-annual	IUCN	PAC can come to agreement if required on how best to deal with issues requiring adaptive management, with many adaptive management practices being managed within national child projects
Output 1.1.3: Project Steering Committee (PSC) established and providing oversight of Global Child project	Project Steering Committee (PSC) established and providing effective guidance	PSC being established	PSC functioning and providing effective guidance	PSC functioning and providing effective guidance	PSC TORs; Meeting minutes; Annual internal reviews; Independent midterm review and Terminal evaluation.	Semi-annual	IUCN	TRI Implementing Agencies are committed to work together and provide concerted support to all TRI national child projects
Output 1.1.4: Development and implementation of a TRI Global Communications and Outreach strategy	Global Communications and Outreach strategy developed and operational	Global Communications and Outreach strategy under development	Global Communications and Outreach strategy developed and being implemented with demonstrated progress against Strategy objectives	Global Communications and Outreach strategy developed, implemented with demonstrated achievement of Strategy objectives	Strategy document, number and type of communications products and engagement processes delivered according to Strategy	Semi-annual	IUCN	TRI national child projects see value in coordinated communications and outreach on TRI, and provide inputs into

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
								development and implementation of Communications and Outreach strategy
Output 1.1.5: Development and implementation of TRI Partnership strategy for effective external engagement	Partnership strategy developed and operational	Partnership strategy under development	Partnership strategy developed and being implemented with demonstrated progress against Strategy objectives	Partnership strategy developed, implemented with demonstrated achievement of Strategy objectives	Partnership strategy document, number and type of external engagements achieved according to strategy	Semi-annual	IUCN	Relevant external FLR programs, initiatives and stakeholders see value in partnering with TRI Program and TRI national child projects to advance shared FLR objectives
Output 1.1.6: Information system and TRI web portal for dissemination of information about the program functioning and regularly updated.	TRI web portal operational	Nil	TRI web portal developed and updated monthly with information from TRI experiences including via newsletters and outreach materials; dissemination through social media and audio-visual communication.	TRI web portal developed and updated monthly with information from TRI experiences including via newsletters and outreach materials; dissemination through social media and audio-visual communication.	TRI web portal content, web metrics, social media network analysis	Semi-annual	IUCN	TRI web portal is able to cut through the large number of relevant web portals on FLR, and provide value to TRI stakeholders sufficient to ensure its continued access and use
Outcome 1.2: Progress of TRI Program is systematically monitored	Monitoring tools in use and yielding useful progress tracking information	No data being collected	Appropriate data is being collected and course adjustments being made if necessary. Mid-term	Reports and evaluations published on schedule; Biannual review meetings monitor and	Technical progress reports, MTR, final evaluation, value for money	Semi-annual	IUCN	TRI national child project budget sufficient resources towards

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
, reported, and assessed			review completed.	guide Program performance	assessments			M&E and are receptive to using tools and support from Global Child on M&E
Output 1.2.1: TRI Program-level M&E system established and operational with effective linkages to all TRI national projects	Effective M&E system established and operational	M&E strategy and guidance note available	Enhanced M&E strategy based on MTR findings	Lessons learnt from M&E system developed and available	M&E strategy, M&E meeting minutes, MTR, final evaluation	Semi-annual	IUCN	TRI national child project budget sufficient resources towards M&E and are receptive to using tools and support from Global Child on M&E
Output 1.2.2: Timely biannual Project and Program Progress Reports available to PSC and PAC	Number of biannual Project and Program Progress reports	Nil	Biannual Project and Program Progress Reports available to PAC	Biannual Project and Program Progress Reports available to PAC	Biannual Project and Program Progress Reports, PAC meeting minutes	Semi-annual	IUCN	-
Output 1.2.3: Midterm Project/Program review and terminal evaluation carried out and reports available	MTR and final evaluation completed	Nil	Midterm Project/Program review carried out and reports available	Terminal Project evaluation carried out and reports available	MTR and final evaluation reports	Mid-term and at end of project	IUCN	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
Output 1.2.4: Tracking of measurable progress on TRI country implementation of FLR commitments	Reporting of country progress on FLR through Bonn Challenge Barometer and other public reports and/or platforms	Little to no public reporting of country-wide progress on FLR by TRI countries	TRI countries that have made Bonn Challenge pledges report country-wide progress on BC Barometer and 2018 Progress report.	All TRI countries report progress on FLR via Bonn Challenge Barometer and 2020 Progress report and/or other means (for countries that haven't made BC pledge).	BC Barometer and Progress Reports; other public platforms and reports.	2018 and 2020	IUCN	TRI countries that have made, or will make, Bonn Challenge commitments are sufficiently motivated to provide information and/or participate in gathering relevant information on FLR progress
Component 2. Capture and Dissemination of Best Practices & Institutional Capacity Building								
Outcome 2.1: Improved actionable knowledge on FLR through enhanced tool packages	Number of enhanced packages tailored to NCP needs	Large available content on FLR implementation and monitoring, however, content is not yet suitable for adoption in-country	Up to 3 packages on selected topics developed	Up to 5 packages on selected topics developed	Tools packages	Annual	FAO	It is possible to develop packages are useful to most of the NCPs
Output 2.1.1: Existing tools and knowledge resources are repackaged and enhanced with case studies for use by project stakeholders	Number of Packages developed to be used in-country	Large number of available content on FLR implementation and monitoring on the ground, however, this content is not yet suitable for adoption in-country	Packages of FLR tools on up to 3 priority topics are developed to be used in-country	Packages of FLR tools on up to 5 priority topics are developed to be used in-country	Tools packages	Annual	FAO	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
Outcome 2.2: Improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face meetings	Number of NCPs stakeholders benefiting from face to face learning linked to TRI	No face to face learning opportunities linked to TRI	Over 500 NCPs stakeholders benefit from face to face learning linked to TRI	Over 1000 NCPs stakeholders benefit from face to face learning linked to TRI	Registration to face to face events (desegregated by gender)	Annual	FAO	NCPs stakeholders are interested in participating to face to face meetings
Output 2.2.1: Global knowledge sharing and capacity development workshops organized and attended by representatives from national child project teams	Number of TRI Global KS meetings organized and attended by representatives from national child project teams	Nil	3 TRI Global KS meetings organized and attended by representatives from national child project teams	5 TRI Global KS meetings organized and attended by representatives from national child project teams	Minutes of the KS meetings	Annual	IUCN, years 1 and 5; FAO years 2 and 4; UN Environment year 3.	Partners are able to attend the Global meetings
Output 2.2.2: Workshops and trainings on priority FLR topics at global and regional levels (two regional events on key FLR issues of interest for several	Number of regional workshops/trainings on priority FLR topics at global and regional levels organized	Nil	1 regional workshop/trainings on priority FLR topics at global and regional levels are organized	2 regional workshops/trainings on priority FLR topics at global and regional levels are organized	Minutes of the regional workshops	Twice in the project between Y2 and Y4	FAO	NCPs agree on key focus topics

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
countries) are organized								
Output 2.2.3: National FLR trainings enhanced through expert support in the development and delivery of trainings	Number of national trainings enhanced through expert support (ie training package enhancement, support to training delivery, etc.)	NCPs are planning to organize workshops but some need support from the GCP to bring them to international standards	6 national trainings enhanced/supported	11 national trainings enhanced/supported	Training material & reports from the experts	Annually	FAO	Experts needed are available to support the countries
Output 2.2.4: Focused Regional South-South exchange visits on selected FLR topics are supported by the GCP (support to the organization and the documentation of the exchange)	Number of successful and well documented South-South exchange events	Often South-South exchanges aren't as effective as they could be due to a lack of preparation. The experience gained through these exchanges do not benefit others as they aren't sufficiently documented	At least 4 South-South exchange are successful and well documented	At least 8 South-South exchanges are successful and well documented	South-South exchange reports and documents	Annually	FAO	Countries want to contribute and participate in South-South exchanges
Outcome 2.3: Improved dissemination of knowledge on FLR to project stakeholders and	Number of people benefitting from knowledge shared online	No online community specific to FLR currently exist	3,900 people benefitting from knowledge shared online	8,000 people benefitting from knowledge shared online	Registration for online exchanges, webinars and visits to the Knowledge Base web pages	Annually	FAO	Key stakeholders are interested in benefitting from online resources and exchange

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
beyond through online learning journeys								opportunities
Output 2.3.1: FLR CoPs are developed and enhanced including expert networks, facilitated peer-to-peer online knowledge sharing fora and continuous interaction opportunities to reinforce targeted and practical learning	Number of people part of the CoP At least 75% of the key stakeholders who respond to the Communities' user surveys and feedback forms report that they have found the communities and/or the online knowledge sharing useful for their activities	At the time of writing, the FAO FLRM Mechanism will organize its first online knowledge sharing forum focused on Monitoring	900 people are part of the FLR CoP At least 75% of the key stakeholders who respond to the Communities' user surveys and feedback forms report that they have found the communities and/or the online knowledge sharing useful for their activities	2,000 people are part of the FLR CoP At least 75% of the key stakeholders who respond to the Communities' user surveys and feedback forms report that they have found the communities and/or the online knowledge sharing useful for their activities	Registration, feedback and member surveys on the online communities and their activities	Feedback surveys after each online knowledge sharing forum; Reporting: Annually	FAO	People are interested to participate in online learning exchanges Users are willing to reply to a user survey
Output 2.3.2: The online Knowledge Base is improved to make knowledge more easily and widely accessible	Number of people accessing the Knowledge Base. At least 70% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities.	600 people have been visiting the current Knowledge Base (currently focusing on FLR monitoring) since April 2017 No user survey conducted yet	3,000 people have accessed the Knowledge Base 55% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities	6,000 people have accessed the Knowledge Base 70% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities	Online monitoring statistic of the FLRM Knowledge Base Knowledge Base User survey	Annually	FAO	People are interested in visiting the Knowledge Base Users are willing to reply to a User survey
Outcome 2.4	Number of stakeholders	Nil	25 stakeholders	50 stakeholders	Documents on	Annually	FAO	TRI national

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
Enhanced collection and dissemination of knowledge gained from TRI experiences by national project teams and stakeholders	supported to collect and disseminate new knowledge gained from TRI experiences		supported to collect and disseminate new knowledge gained from TRI experiences	supported to collect and disseminate new knowledge gained from TRI experiences	knowledge collection and dissemination			project teams and stakeholders are interested in collecting and disseminating new knowledge gained from TRI experiences
Output 2.4.1: National Child project teams are guided in the recording of in-country experiences and lessons-learned	Number of lessons learnt documents and/or presentations prepared through the GCP support	Nil	5 documents/presentations on lessons learnt are produced by the NCPs with the support of the GCP	11 documents/presentations on lessons learnt are produced by the NCPs with the support of the GCP	Lessons learnt documents / presentations	Annually	FAO	NCPs are interested in generating lessons learnt
Output 2.4.2: National child project teams are guided in dissemination of national results and global products	Number of people having access to new information through dissemination channels used by the NCPs (website, radio, social media, etc.)	Nil	5,000 people have access to new information in the NCPs through improved dissemination methodologies	10,000 people have access to new information in the NCPs through improved dissemination methodologies	NCPs report	Annually	FAO	Dissemination channels work efficiently in the TRI countries
Outcome 2.5: Strengthened global FLR knowledge initiatives through materials, experiences	Number of documents gathered from the NCPs and online exchanges and shared to a larger audience (after	Nil	15 documents gathered from the NCPs and online exchanges and shared to a larger audience (after	30 documents gathered from the NCPs and online exchanges and shared to a larger audience (after	Documents shared to a larger audience	Annually	FAO	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
es and new knowledge generated by TRI activities	repackaging if necessary)		repackaging if necessary)	repackaging if necessary)				
Output 2.5.1: Increased efficiency of FLR knowledge generation and enhanced organization	Number of documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Nil	15 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	30 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Documents shared to a larger audience	Annually	FAO	-
Component 3. Mobilizing Domestic and External Funding for Large-Scale Restoration								
Outcome 3.1: Improved in-country knowledge on needs, opportunities, barriers and solutions for mobilizing sustainable finance for forest landscape restoration, and enhanced capacity for mobilizing sustainable finance for forest landscape restoration	Number of key stakeholders, including government and investors, engaged in TRI countries	Nil	EIRD tool developed Training program developed	Countries utilized EIRD tool Stakeholders trained in FLR	NCPs reports Progress report	Annually	UN Environment	National partners and Government remain interested and support FLR initiatives
Output 3.1.1: Developm	A tool to identify key	Nil	<i>Enabling Investments Rapid</i>		NCPs report	Annually	UN Environment	Countries apply the tool

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
ent and support for utilization of an <i>Enabling Investments Rapid Diagnostic Tool</i> to identify key constraints and enablers for FLR investment in TRI countries	enabling investments Number of TRI countries using the EIRDT		<i>Diagnostic Tool</i> developed	4 TRI countries utilize EIRDT				
Output 3.1.2: Development and delivery of a capacity building program on FLR finance for TRI countries	A training program on FLR finance available Number of stakeholders trained on FLR finance in TRI countries	Nil	Training program on FLR finance developed	Training conducted in interested countries	Training program available at TRI Knowledge Base and UN Environment's website 30 stakeholders trained	Annually	UN Environment	Countries are interested in participating in capacity building activities
Output 3.1.3: Development and use of a resource for tracking public and private flows of funding for restoration in TRI countries	Report on FLR finance flows developed	No specific mechanism for tracking FLR finance in TRI countries currently in operation	Methodology developed	Resource that allows tracking financial flows onto FLR activities	Reports available at TRI Knowledge Base and UN Environment's website	Annually	UN Environment	Sufficient high-quality and accessible data is available
Outcome 3.2: Enhanced opportunities, means	Number of opportunities and partnerships identified	Nil	1 partnership established	2 partnerships established at national level	Progress reports	Annually	UN Environment	Countries interested in financing FLR

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
and partnerships for financing FLR in TRI countries								
Output 3.2.1: Targeted support for development of bankable proposals and other in-country financial mechanisms and incentives to facilitate mobilization of funding for FLR.	TRI country requests for FLR finance support	Nil	5 countries request targeted support for development of bankable proposals	2 bankable projects supported in TRI countries	Progress reports	Annually	UN Environment	TRI national project teams and stakeholders are interested in developing bankable projects as part of TRI process
Output 3.2.2: Development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration opportunities	Number of investment workshops Number of stakeholders participating in FLR finance and matchmaking country workshops	Nil	None	1 investment workshop 60 participants of which 50% women	Workshop report	Annual report year 3	UN Environment	TRI national project teams and stakeholders are interested to participate in the workshop
Component 4. Policy Development and Integration and FLR Monitoring Support								
Outcome 4.1: Enhanced in-country enabling environment for FLR, and	Number and type of enabling environment enhancements; Number of new/additio	Per Child project situational analyses	TRI country national and sub-national policy and regulatory frameworks are increasingly	TRI country national and sub-national policy and regulatory frameworks are increasingly	Child project reports, MTR, final evaluation, Bonnchalleng	Annual		Sufficient political will at national and sub-national levels in TRI

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
increased national and sub-national commitment to FLR	national FLR commitments by TRI countries		supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.	supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture. At least 2 new/additional country commitments to FLR by TRI countries.				countries to move forward and support FLR objectives through policy enhancements and investments. Landscape-level planning processes in TRI countries are successful in balancing competing land uses.
Output 4.1.1: Development and dissemination of relevant case studies and policy briefs on FLR	Number of FLR case studies and policy briefs developed and disseminated	None	X case studies and policy briefs developed and disseminated	X case studies and policy briefs developed and disseminated	Case studies and policy briefs, dissemination metrics	Annual	IUCN	
Output 4.1.2: Development and implementation of an outreach and awareness-raising campaign on FLR	FLR campaign implementation	None	FLR campaign under development, strategy and plan available	FLR campaign implemented	FLR campaign materials, reports	Annual	IUCN	Awareness campaign is tailored to effectively reach and communicate with local stakeholders in TRI countries.
Outcome 4.2: Strengthened	Evidence of increased knowledge and capacity	Insufficient knowledge, capacity	Capacity of target audiences strengthened	Capacity of target audiences strengthened	Target audience surveys	Mid and end point	IUCN	Sufficient interest, motivation and

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
capacity to assess and monitor biodiversity impacts from restoration	at different levels to plan for and manage biodiversity impacts from FLR	and tools to assess, monitor and plan for impacts to biodiversity from FLR among TRI and non-TRI countries, and environmental and development agencies	through use of biodiversity monitoring framework, guidelines, tools	through use of biodiversity monitoring framework, guidelines, tools		of project		political will in TRI countries and other stakeholders to invest time and resources in monitoring biodiversity impacts from FLR.
Output 4.2.1: Framework for monitoring impacts to biodiversity from FLR developed	Framework for Monitoring Impacts to Biodiversity for FLR developed, and implemented by a number of TRI countries; number of downloads of Guidelines	Existing guidance on monitoring impacts to biodiversity from FLR does not adequately meet the needs of practitioners, investors, and others for ease of use, cost effectiveness, linkages to existing monitoring databases and initiatives, and adaptability to local needs and context	Inception workshop with key experts and stakeholders; Draft guidelines developed	Published Guidelines	Published Guidelines; dissemination and uptake metrics (e.g. enhanced download data capture)	Biannual	IUCN	There is sufficient rationale for developing a framework and tools for monitoring impacts to biodiversity from FLR interventions
Output 4.2.2: Piloting	Number of sites testing	Nil	Field testing of Guidelines in (minimum	Report capturing results and	Pilot implementation and	Biannual	IUCN	Sufficient interest, motivation

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
and refinement of the framework for monitoring impacts to biodiversity from FLR	draft Guidelines		of 4) TRI countries.	lessons learned from piloting of Guidelines in each pilot TRI country.	analysis report; Biannual Project reports			and political will in TRI pilot countries to co-finance piloting of the monitoring framework.
Output 4.2.3: Tools for monitoring biodiversity impacts from restoration	Number and type of new tools for monitoring biodiversity impacts from FLR available	Existing tools to support monitoring of impacts to biodiversity from FLR do not adequately meet the needs of practitioners, investors, and others for ease of use, cost effectiveness, linkages to existing monitoring databases and initiatives, and adaptability to local needs and context.	Biodiversity tools are being tested and refined in TRI pilot countries.	Development of at least two published tools for monitoring biodiversity impacts from restoration	Published tools; Pilot implementation and analysis report.	Annual	IUCN	-

Annex 10. TRI Program Results Framework⁵⁸

Program Component 1: Policy Development and Integration. TRI Core Program Indicators are shown in **Bold**

Outcome	Indicators	Baseline	Targets	Means of Verification
<p>Outcome 1.1: Increased national and sub-national commitment to forest and landscape restoration;</p> <p>Outcome 1.2: National and sub-national policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.</p>	<p>1.1) New/additional Bonn Challenge commitments from TRI countries.</p> <p>1.2) Number of new or improved policies and regulatory frameworks* adopted that support forest and landscape restoration</p>	<p>1.1) Current number of pledges (and size in hectares) to Bonn Challenge by TRI countries.</p> <p>1.2) [TBD in each TRI country] Degree to which national, sub-national and sectoral plans, strategies and policies are supportive of restoration, SLM, and maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture; and the degree to which governments implement relevant regulations and programs.</p>	<p>1.1) 40 million hectares of deforested and degraded land newly committed to restoration by TRI countries, in support of the Bonn Challenge.</p> <p>1.2) [TBD in each TRI country] Key policies and regulatory frameworks developed/enacted/strengthened in TRI countries that support forest and landscape restoration while incorporating biodiversity conservation, accelerated low GHG development and emissions reduction, and sustainable livelihood considerations.</p>	<p>1.1) Bonnchallenge.org</p> <p>1.2) Governments' policy documents, regulatory frameworks, official meeting minutes and similar, annual reports.</p>

Program Component 2: Implementation of Restoration Programs and Complementary Initiatives. TRI Core Program Indicators are shown in **Bold**

Outcome	Indicators	Baseline	Targets	Means of Verification
<p>Outcome 2: Integrated landscape management practices and restoration plans implemented by</p>	<p>2.1) Area of land undergoing restoration (hectares) disaggregated into the 4 non-overlapping GEF sub-indicators: <i>2.1.1. Area of degraded agricultural lands restored</i> <i>2.1.2. Area of forest and forest land restored</i></p>	<p>[TBD in each TRI country]</p>	<p>2.1) 1 million hectares of deforested and degraded landscapes in restoration transition in TRI countries by operational closure of TRI.</p>	<p>2.1) Annual reports, field monitoring reports, joint monitoring missions.</p>

⁵⁸ Source: TRI Monitoring, Evaluation and Learning (MEL) Framework rev April 2021

<p>government, private sector and local community actors, both men and women.</p>	<p>2.1.3. <i>Area of natural grass and shrublands restored</i> 2.1.4. <i>Area of wetlands (including estuaries and mangroves) restored</i> 2.2) Area of landscapes under improved practices (hectares; excluding protected areas) disaggregated into the 4 non-overlapping GEF sub-indicators: 2.2.1. <i>Area of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified)</i> 2.2.2. <i>Area of landscapes that meet national or international third-party certification and that incorporates biodiversity considerations</i> 2.2.3. <i>Area of landscapes under sustainable land management in production systems</i> 2.2.4. <i>Area of High Conservation Value forest loss avoided</i></p> <p>2.3) Greenhouse Gas Emission Mitigated (tCO₂eq) For TRI projects, GEF sub-indicator 6.1 will be used: <i>Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use</i></p> <p>2.4) Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment [GEF Core Indicator 11]</p>		<p>2.2) Improved⁵⁹/new application of forest and landscape restoration and complementary land management practices covering 46 million ha of land in TRI countries.</p> <p>2.3) Conservation and enhancement of carbon stocks in landscapes undergoing restoration and/or complementary land management practices generating and estimated direct emissions reduction/sequestration in the order of 150 million tons CO₂eq in TRI countries.</p> <p>2.4) XX number of direct project beneficiaries (from capacity building, trainings, equipment, jobs, revenue and income, products such as sustainably harvested timber, NTFP, etc.) by women and men.</p>	<p>2.2) Annual reports, field monitoring reports, joint monitoring missions, governments' policy documents, regulatory frameworks.</p> <p>2.3) Activity baseline and monitoring survey, Ex-ACT methodology.</p> <p>2.4) Annual reports, workshop reports, pre- and post-project surveys of communities linked with TRI tracking key livelihood indicators (e.g. income, employment, school enrolment rates, etc.), pre- and post-project market assessments.</p>
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Program Component 3: Institutions, Finance and Upscaling. TRI Core Program Indicators are shown in **Bold**

Outcome	Indicators	Baseline	Targets	Means of Verification
<p>Outcome 3: Strengthened institutional capacities and financing arrangements in place to allow for and facilitate large-scale restoration and maintenance of critical landscapes</p>	<p>3.1 Number of cross-sectoral (e.g., agriculture, forestry, transportation, energy, etc.) coordination mechanisms and/or frameworks incorporating and supporting restoration established/strengthened at national and sub-</p>	<p>[TBD in each TRI country]</p>	<p>3.1) 1 Government-led cross-sectoral coordination mechanism and/or frameworks incorporating and supporting restoration established and/or strengthened at national and sub-national levels in TRI countries.</p>	<p>3.1) Annual reports, field monitoring reports, joint monitoring missions. Excel tracking tool ()</p>

⁵⁹ "Improved" land management practices are those approaches expected to generate net environmental and economic benefits at the landscape level, compared with business as usual.

and diverse ecosystem services in TRI countries.	<p>national levels in TRI countries.</p> <p>3.2) Field-level support mechanisms for forest landscape management and restoration established/strengthened</p> <p>3.3) Value of resources (public, private, development partners) flowing into restoration initiatives in TRI countries.</p> <p>3.4) Number of “bankable” restoration projects developed & submitted (according to the scorecard matrix)</p>		<p>3.2) Field-level support mechanisms for forest landscape management and restoration established/strengthened.</p> <p>3.3) \$XX million in funding flowing into restoration and complementary SLM initiatives from diverse sources and innovative mechanisms, compared to baseline (TBD in each country)</p> <p>3.4) 1-2 number of bankable restoration projects developed in each TRI countries</p>	<p>3.2) Annual reports, field monitoring reports, joint monitoring missions; pre- and post-training participant surveys.</p> <p>3.3) Specific surveys and assessments (during PPG to establish baselines and at end-of project to assess results). Excel tracking tool (spreadsheet)</p> <p>3.4) TRI knowledge and learning portal; Annual reports and excel tracking tool (spreadsheet)</p>
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Program Component 4: Knowledge, Partnerships, Monitoring and Assessment. TRI Core Program Indicators are shown in **Bold**

Outcome	Indicators	Baseline	Targets	Means of Verification
<p>Outcome 4.1: Increased effectiveness of Program investments among Program stakeholders;</p> <p>Outcome 4.2: Improved knowledge of best practices on restoration among key external audiences.</p>	<p>4.1) High-quality TRI-supported South-South exchanges that address restoration</p> <p>4.2) Program monitoring system successfully developed and supporting implementation and adaptive management of child projects</p>	<p>Restoration, to the extent it occurs, is generally weak and inadequate in TRI countries, and characterized by limited linkages to ongoing restoration efforts in other countries. While a large body of knowledge on FLR best practices exists, it often fails to reach those who need it most, including policymakers, practitioners,</p>	<p>4.1) Presentation of Annual high-quality TRI-supported Annual Knowledge and Learning workshop, meeting or exceeding participant expectations.</p> <p>4.2) Program monitoring system successfully developed and supporting implementation of TRI child projects.</p>	<p>4.1) Project reporting; participant surveys; meeting reports.</p> <p>4.2) Annual, mid-term, and terminal evaluation of TRI child projects.</p> <p>4.3) TRI web-based portal; TRI web-based portal assess</p>

	<p>4.3) # of TRI knowledge products developed, disseminated and accessed through relevant knowledge platforms</p>	<p>businesses, and communities in TRI countries. Moreover, the capacity to effectively monitor changes in biodiversity, carbon flux, and other ecosystem services varies widely in TRI countries.</p>	<p>4.3) TRI-related best practices and lessons-learned published on TRI web portal and shared with environmental and development agencies and organizations.</p>	<p>and download metrics.</p>
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Annex 11. Analysis of Project Design

The evaluators reviewed the Project’s architecture to determine the alignment of the components with the Project objective and to gauge the relevance and cohesiveness of the outputs in achieving the expected outcomes as presented in the project’s Results Framework ([Annex 9](#))

The evaluators first outlined all project objectives, outcomes, and outputs from the project log frame and tested the logic implicit in it by “reading” using “if-then” statements. Evaluators also analyzed outcome indicators to assess the quality of the information being gathered through the different monitoring tools.

The evaluators assessed Relevance of the Project through the linkage of the Project’s design to the key barriers stated, to the Program, and to International, national and sector priorities.

The Project’s design is divided into two conceptual areas: Management and Technical. The first is espoused by Component 1 which is relevant for the need for a coordinated approach between multiple IAs acting autonomously and numerous child projects, each with defined management paradigms. The second area is the need for technical support to child projects to navigate and share lessons learned within a vast body of knowledge on FLR; the need for support in financing FLR and for improved policies. These are embraced by Components 2,3 and 4 respectively. In both areas, the Components are clearly relevant to well-articulated and documented programmatic needs. The TRI Child project is related indirectly to the objectives of the child projects through the Programmatic relationship between the IAs and the Child Projects under their respective management. A summary review of these indicates a full conceptual alignment within TRI. The TRI Child Project, in supporting the TRI Program is also directly aligned with the international sector initiatives, such as the Bonn Challenge, the UN Decade for Restoration through the Programmatic Outcomes and through the global role that each of the IAs plays within the mentioned initiatives.

Relevance was also viewed from the perspective of internal consistency between the Components, the Outcomes and corresponding Outputs. The Project’s design does demonstrate internal problems technical design issues that affect the Project’s Effectiveness and Efficiency. These are discussed within that context in the following paragraphs. However, when viewed through the lens of “Relevance,” all of the Project’s design elements are internally logical and aligned to addressing the stated barriers and producing the desired objective.

Evaluators therefore conclude that the Project’s design is Relevant to the TRI Program, International and sector priorities, aligned vis-à-vis Child Project alignment with national priorities, and the design elements are internally aligned with the Project’s and Program Objectives. The Project’s design is ranked as **Highly Relevant (HS)**.

The project contributes to its objective through actions in 4 components, 11 outcomes, and 30 outputs. Evaluators reviewed the technical aspects of the mentioned elements by testing for horizontal integrity of the stated outcomes and outputs and their respective indicators, targets and MOVs as presented in the Project’s Results Framework ([Annex 9](#)). The analysis of the indicators also enabled evaluators to assess the



quality of the monitoring and evaluation framework to accurately indicate success and recommend adjustments.

Evaluators found that the number of outcomes was more than sufficient to achieve the Project's objective. The suite of outputs presented in support of the Outcomes contains extraneous or activities duplicated in the Project's M&E Plan. This is predominantly the case predominantly in Component 1 as described further below.

The main problem with the design of the project is the horizontal inconsistency between many outputs and their indicators and targets, as discussed in detail below. The Results Framework presents a plethora of indicators that are sometimes a restatement of the outputs rather than seeking a statistically significant observation point that would define how TRI views success. At times the indicator chosen does not correspond to the essence of the outcome. Often, a structural indicator calls for a numerical observation and presents a non-numerical target or unrelated Means-of-Verification. None of these problems is sufficient to affect the delivery project because they do not affect the stated outputs. Rather, they do affect how the project is monitored and evaluated and . following provides details by Outcome.

In terms of the technical aspects related to the design elements, the project contributes to the project objectives through actions in 4 components, 11 outcomes, and 30 outputs described and analyzed as follows:

Component 1: TRI Coordination and Adaptive Management.

If the following 6 outputs are developed, then there will be: *Improved coordination, adaptive management and partnership among program stakeholders and increased effectiveness of Program investments; Enhanced collaboration, replication and upscaling of TRI best practices among environmental and development agencies and countries at the global, regional and national levels (Outcome 1.1)*

Output 1.1.1: TRI Global Coordination Unit (GCU) established and operational

Output 1.1.2: Program Advisory Committee (PAC) established and guiding overall progress of TRI

Output 1.1.3: Project Steering Committee (PSC) established and providing oversight;

Output 1.1.4: Development and Implementation of TRI Global Communications and Outreach strategy;

Output 1.1.5: Development and implementation of a TRI Partnership strategy

Output 1.1.6: Information system and TRI web portal

To validate the achievement of Outcome 1.1, the indicator is: *that the Program and projects are well managed, addressing risks and challenges, and capitalizing on opportunities for learning, cross-fertilization and collaboration; the number of active partners with which TRI is engaged at a programmatic level (through two-way sharing of information, expertise or tools, collaboration to increase impacts, or provision of co-financing) and, new project/program proposals by GEF agencies, other partners and governments informed by/aligned with TRI best practices.* The **end-of-project target** is: *TRI Portal and systems permitting effective collaboration among TRI partners and stakeholders; Annual Project reviews rate coordination efforts as "satisfactory" or above, with evidence of cross-fertilization among child projects; Independent terminal review of Global Child Project & TRI Program rates progress towards TRI objective as "satisfactory" or above; Maintenance of active engagement with at least 4 key partners, such as regional FLR initiatives, investors, NGOs, platforms, fora and other organizations, and at least 2 new*

project/program proposals by GEF agencies, other partners and governments are informed by/aligned with TRI approaches and practices and include strong collaboration between different GEF agencies and other partners.

Outcome 1.1 has all of the right elements (outputs) which contribute to the desired outcome of improved coordination and Adaptive Management. Unfortunately, the outcome itself and indicators are verbose, not specific and have a very heavy footprint. Indicator 1.1. for example, *Program and projects are well managed, addressing risks and challenges, and capitalizing on opportunities for learning, cross-fertilization and collaboration* do not have a baseline nor qualifying criteria. The second indicator, “...the number of active partners...” is not reliable as a structure indicator. This should be expressed as the change in the number of active partners from X to Y etc. The final indicator mixes different topics and also sets no targets. In this case it would be sufficient to simply state that the desired outcome is *a collaborative and functional adaptive management framework for the TRI Program*. Indicators should be the best one or two observable phenomena that indicate that effective, collaborative (etc.) and adaptive management is actually happening. In this case, one structural and one process indicator would suffice. A structural indicator, such as a number of collaborative workplan approved by the PSC or PAC is implemented to 85% of its targets (MOV approved by PSC, meeting minutes, PIR). To this point, the work plans were not collaborative (not consolidated) and no evidence of approval meetings was available to evaluators. A corresponding process indicator would be, for example, scoring a 4 (satisfactory) on a yearly management survey of IAs and EAs. In this case, 10 questions focused on management aspects with a sliding 1 to 5 scale would suffice. These measures should provide an adequate assessment of management effectiveness. These are already present in the Results Framework. It is simply a question of de-cluttering.

At the time of the evaluation, consolidated workplans did not exist nor were there records of approval meetings. If these are to be used as Means of Verification (MOVs) then it is incumbent on the IAs participating to pay attention to these and improve the formality (tracking) of their management process. Annual Project reports from all the National Child Projects reviewed were lacking a question or tracking tool for “coordination effectiveness” In addition, there is not a tracking tool in place to provide the evidence of cross-fertilization among child projects. The indicator is not Specific. It measures more than three different variables at the same time: management quality, cross-fertilization, collaboration, partnerships. The PRODOC Results Framework indicates TRI portal usage metrics and satisfaction survey as means of verification, but the indicator does not specify what to look for: the data elements to calculate the indicator has not been clearly defined.

Conclusion: Outcome 1.1 in its current construction is not SMART. There are more variables than necessary within a complicated construction. The outputs are well described and appear to be sufficient to contribute to the Outcome. The outputs chosen make sense for the stated outcome and will certainly contribute to its realization.

The indicator for output 1.1.1. *“Coordination Unit established and providing effective support”* is a restatement of the output and not an indicator of function of the GCU. To realize the outcome, a key function of the GCU is to inform the PAC. For the PAC to realize its function, an annual Program-level workplan, a yearly meeting with a process that reflects the results and lessons from the implementation of the workplan and diligently documenting adaptations for reflection and review is a key function of the GCU. Based-on that the following year, most of which is currently happening. The formal acceptance of a consolidated annual progress report by the PAC would indicate that that entire process was managed

by a GCU. The MOV would be an approved Program Progress Report by the PAC, the target would be 5 (1/year). The example of an approved PAC Program Progress Report would indicate that the GCU provided several key functions: Coordination of the M&E results, financial analysis, a workplan was in-place, and the PAC meeting was coordinated within the expected timeframe. The approval would indicate that a dialogue took place.

The indicator for Output 1.1.2. requires a redefinition of the MOV. KIIs indicated a preference for annual meetings rather than semi-annual meetings. No written evidence of these types of adaptations were available in the document set during the desk survey. The need to document PAC actions is described in the Project document (par 224 (c)).

Output 1.1.3. on the establishment of the PSC is defined both as an output and also as a part of the Project's implementation modality and Monitoring and Evaluation Plan. These roles are described in the Project Document par. 203, in par.222. and again in par.224 (g) which allude to the PSC's role in the annual work planning sequence. The Project's Results Framework describes the indicator as, "*Project Steering Committee (PSC) established and providing effective guidance,*" which is a textual restatement of the output and not an independent indicator of PSC function. A suggested indicator could be, "*consolidated work plans for the Global Child Project are approved yearly*" or a "*Consolidated Project Implementation Report is approved by the PSC for submission to GEF,*" the latter of which is happening. The MOVs in these cases would be the type of approved documents (PIR or Project Progress Reports, etc.) and the target would be the number of approvals (1/year, 2/year, etc.). These or any other official act that would indicate that the structure is functioning at the *project-level* would work. The emphasis should be on the result, not the structure.

The problem which faced evaluators was reflecting on the role of the PSC in adaptive management, which is the nature of the overriding outcome. Generally, projects utilize quarterly or at least semester tracking meetings to discuss progress and make adaptations. Evaluators recommend that tracking and decision-making be more progressive with more than one PSC *Project-level* intervention per year, which was the preference and current practice as reported by KIIs.

Outcome 1.2:

(9) If the following 4 outputs are developed, then "*Progress of TRI Program is systematically monitored, reported, and assessed*" will likely occur.

Output 1.2.1: TRI Program- and Project- level M&E system established and operational

Output 1.2.2: Timely biannual Project and Program Progress Reports available

Output 1.2.3: Midterm Project/Program review and Terminal evaluation

Output 1.2.4: Tracking of measurable progress on TRI country implementation of FLR commitments

The outcome 1.2 indicator in its present configuration is not SMART due to a misalignment between the outcome and the indicator For Outcome 1.2's indicator: "*Monitoring tools in use and yielding useful progress tracking information.*" The target, "*Appropriate data is being collected and course adjustments are being made, if necessary,*" specify what appropriate data is. The focus should be on the use of the data or adaptations (adaptive management) and not on the data itself. A better outcome indicator would be the "*adjustments made based on the data collected,*" as stated in the mid-term target. Consider a best-

practice from other platform-type projects that track adaptations in a log on a quarterly or semester basis and report of discuss these in the PSC meetings assuming that a sufficient staff were available (see adaptive management) and a streamlined monitoring approach devised.

M&E should consider a return to a semester reporting modality seeking more streamlined indicators (as indicated) and targets. Consider an adaptation log or documenting adaptations in the semester reports and PIRs. Track adaptations through into the following annual work plan.

Output 1.2.2. the indicator is “*the number of Project and Program progress reports.*” The targets should be numerical (1/year = 5; 2/year = 10, etc.). Consider the change to “annual” for Program reports and maintain “semi-annual” for Project progress reports per comments in Output 1.1.3. above.

Output 1.2.3. is a GEF Requirement and in included in the Project’s M&E Plan. Consider eliminating this from the Results Framework.

Outcome 1.2.4. uses an MOV, “Reporting of country progress on FLR through Bonn Challenge Barometer and other public reports and/or platforms” as the indicator, which is not specific or measurable in the current iteration. Consider something specific, such as, “the number of Ha. of land under FLR in participating nations. The MOV would be national Reports, Bonn Challenge Barometer, or other data source. The GCU could also consider the number of reports, etc. The GCU could also consider using the completeness of reporting on the 9 core indicators as an indicator by assigning a scoring system to the completeness of each.

Component 2: *Capture and Dissemination of Best Practices & Institutional Capacity Building.*

The objective of the Component 2 is to improve the gathering, development, and dissemination of FLR knowledge and capacities in the TRI countries and beyond, for the benefit of local populations. The Component’s design is founded on the basic knowledge needs assessment completed in line with the PPG consultant interviews, which highlighted the in-country capacity level and needs of key stakeholders. Accordingly, the GEF investment is being used to develop knowledge products tailored to the known needs of stakeholders at the time of project design. This is accomplished through 5 Outcomes with 10.

Box 1. <https://www.igi-global.com/dictionary/actionable-knowledge/389>

For Component 2.1’s outcome indicator is the “*number of enhanced packages tailored to NCP needs.*” consider focusing the indicator on how the practices are being applied thanks to the trainings received or the number of NCPs institutions that are demonstrating the ability to do the job without the support of a third party. Value could also be determined. This could be accomplished through MOVs such as stratified surveys for each of the packages produced. The targets can be predetermined to the expectations of the IAs.

What is Actionable Knowledge

1. – knowledge which is necessary for and required to initiate immediate response to changes in the operational environment. Hence, **Actionable Knowledge** includes in its fullest form both pertinent and germane forms of knowledge, the latter two providing only the supportive background. **Actionable Knowledge** is typically domain-restricted even if its application may affect several related domains. Learn more in: Teams of Leaders Concept (ToL) and E-Business Operations

Find more terms and definitions using our Dictionary Search.

If existing tools and knowledge resources are repackaged and enhanced (Output 2.1.1), then there will be Improved **actionable knowledge on FLR**. The baseline indicated that the existing content on FLR implementation and monitoring on the ground was not

suitable for adoption by the NCPs. The indicator is the number of tools packages.

Evaluators confirmed during interviews that the topics covered in these packages are key concerns and priorities of all NCPs, and that they were consulted to ensure that the developed content met their needs.

If the following face-to-face learning events and trainings are produced, then the knowledge gathered and developed under Outcome 2.1 (packages of tools and knowledge resources) will be disseminated.

Output 2.2.1: 5 Annual Global knowledge sharing and capacity development workshops

Output 2.2.2: Workshops and trainings on priority FLR topics at global and regional levels (two regional events on key FLR issues of interest for several countries) are organized

Output 2.2.3: National-level FLR trainings enhanced through expert support

Output 2.2.4: Regional South-South exchange visits on FLR/ Focused Regional South-South exchange visits on selected FLR topics are supported by the GCP (support to the organization and the documentation of the exchange)

The indicator is the number of stakeholders benefitting from face-to-face learning linked to TRI with a midterm target of >500 NCPs stakeholders and an end of project target of >1,000 NCPs stakeholders. During the design phase it was assumed that the partners are able and willing to attend 5 Global meetings, 2 regional workshops, national trainings with the support from GCP to eleven short terms experts' missions (10 days of expertise + trip to the country for the workshop), and at least 8 South-South exchanges.

While indicator of Outcome 2.2 is SMART, the assumption behind it did not consider all the possible risks (such as the Covid-19 pandemic or other force majeure). Eliminate the "face-to-face" phrase in lieu of "engagement" or "interactions" to enable FAO to pivot to their virtual network as necessary.

If FLR Communities of Practice (CoPs) that include expert networks to facilitate peer-to-peer online knowledge sharing fora and continuous interaction opportunities to reinforce targeted and practical learning (Output 2.3.1) and an improved online knowledge base (Output 2.3.2) are developed, then the learning experiences from the face-to-face learning events will multiply with these online *learning journeys* to best adapt to individuals' needs to increase appropriation (Outcome 2.3). The indicator is the number of people benefitting from knowledge shared online with an end-of-project target of 8,000 people benefitting from knowledge shared online. The mean of verification is the registration for online exchanges, webinars and visits to the Knowledge Base web pages.

Outcome 2.3 is SMART.

If child projects are supported to record in-country experiences and lessons (Output 2.4.1) and guided in dissemination of national results (Output 2.4.2), then *Enhanced collection and dissemination of knowledge gained from TRI experiences by national project teams and stakeholders* will be realized. The indicator is the

number of stakeholders supported to collect and disseminate new knowledge gained from TRI experiences.

the indicator measures only one variable of the outcome and is specific on the number of stakeholders supported at midterm (25) and at end-of-project (50) to be verified through the documents on knowledge collection and dissemination. The indicator could be improved by focusing on the knowledge products produced of the # of stakeholders receiving providing the type and # of knowledge products to be developed by NCPs to tell if there is an enhanced collection of knowledge resources.

Output 2.5.1: Increases the efficiency of FLR knowledge generation and enhanced organization is expected to *Strengthened global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities.* The indicator is the number of documents gathered from the NCPs and online exchanges and shared to a larger audience. The PRODOC specifies that *“NCPs are responsible for disseminating lessons learned from their experiences within national networks. This GCP Component will enhance this dissemination by collating their knowledge products and sharing them with relevant international networks and organizations,”*

The indicator of Outcome 2.5 is SMART. However, the Output 2.5.1 is more an outcome than an output. It would be better understood if changed to “Efficient FLR knowledge generation and enhanced organization.”

Component 3: Financing Tools, Models and Partnerships

Component 3 supports increased mobilization of sustainable finance in TRI countries, both public and private, for forest landscape restoration. This is accomplished through 5 outputs with 2 outcomes.

If an Enabling Investments Rapid Diagnostic Tool is developed and used (Output 3.1.1), a capacity building program of FLR finance for TRI countries is implemented (Output 3.1.2), and a resource for tracking funding for restoration in TRI countries is developed (Output 3.1.3) then there will conceivably be an improved in-country knowledge on needs, opportunities, barriers and solutions for mobilizing sustainable finance for forest landscape restoration and an enhanced capacity for mobilizing sustainable finance for forest landscape restoration (Outcome 3.1). To validate this achievement, the indicator is the number of key stakeholders, including government and investors, engaged in TRI countries to be verified in the NCPs and Progress reports annually. Four targets are expected to be achieved: EIRD tool and training program developed by midterm; and Countries utilized EIRD tool, and Stakeholders trained in FLR.

The indicator does not specify clearly what variable is being measured since the number of key stakeholders engaged in TRI countries do not explain what kind of engagement, if it must be government and investors. Or engaged mean to use the tool and participate in the training? Also, the target does not provide the number of stakeholders or countries engaged or trained. The indicator is not relevant since the number of stakeholders engaged does not tell if there is an enhanced capacity for mobilizing sustainable finance for FLR.

For Component 3 specify in the Outcome 3.1. indicator what variable is being measured, or what kind of engagement is being sought. What would indicate an enhanced capacity? Relate the indicator to the

intended result since the number of stakeholders engaged does not reliably indicate an enhanced capacity for mobilizing sustainable finance for FLR.

Output 3.1.2. Development and delivery of a capacity building program on FLR finance for TRI countries. Indicator (a) = A training program on FLR finance available; and, (b) the number of stakeholders trained in FLR finance in TRI countries. The indicators are ok with no need to change. Evaluators suggest improving indicator (b) by declaring the capacity to be developed as the output and indicating a test or survey as the indicator of the presence/absence or grade of development.

If Support for developing bankable proposals and other in- country mechanisms (Output 3.2.1) and a Restoration Finance Workshop are provided, then there will be Enhanced opportunities, means and partnerships for financing FLR in TRI countries. (Outcome 3.2). To validate this achievement, the indicator is the number of opportunities and partnerships identified with a midterm target of 1 partnership and an end-of-project target of 2 partnerships established at national level.

For Outcome 3.2. Consider adding a financial target based on the per ha. Cost of restoration for the targeted number of ha. The best EOP indicator might be the amount of financing booked by the partnerships, which goes to the heart of the Outcome.

Indicator for Outcome 3.2 is SMART

Component 4: Policy Development and Integration, and FLR Monitoring Support.

The objective of the Component 4 is accomplished through 2 outcomes and 5 outputs.

For Outcome 4.1. specify in the indicators and targets the amount or type of frameworks intended. Establish the baseline and data elements required to verify the indicator are either missing or not clearly defined. This makes monitoring of indicators, such as, "Evidence of increased knowledge and capacity at different levels to plan for and manage biodiversity impacts from FLR" (4.2) difficult to validate.

The first indicator requires a number and type of enabling environment enhancement, however, it is not specific on the amount or type. The target does not provide this information neither. The data elements required to calculate the indicator are not clearly defined.

More specifically, within Output 4.1.2. the indicator "FLR Campaign Implementation" is essentially the same as the output. For a campaign, perhaps a knowledge/attitudes survey could be considered of targeted stakeholders in each country and compare this to participants in the campaign or perhaps a poll of a targeted audience. The MOV would be survey results. The target would be a qualifier of knowledge or attitudes for a pre-determined number of responders in a given stakeholder group.

If case studies and policy briefs are developed and disseminated (Output 4.1.1) and if high-value workshops on FLR are developed (Output 4.1.2) then there will be enhanced in-country enabling environment for FLR and increased national and sub-national commitment to FLR (Outcome 4.1). To

validate this achievement there are two indicators: the number and type of enabling environment enhancements; and the number of new/additional FLR commitments by TRI countries.

If a Framework for monitoring impacts to biodiversity from FLR (Output 4.2.1), a piloting and refinement of the Framework (Output 4.2.2), and tools for monitoring biodiversity impacts from restoration are developed then, there will be a *strengthened capacity to assess and monitor biodiversity impacts from restoration* (Outcome 4.2). To validate this achievement, the indicator is *Evidence of increased knowledge and capacity at different levels to plan for and manage biodiversity impacts from FLR* verified through Target audience surveys at Mid and end point of project.

The Indicator for outcome 4.2 is SMART. However, it is missing the baseline and target capacity levels making it difficult to assess increased knowledge.

Evaluators conclude that regardless of the indicators, the project design is solid and no modifications to the Project's architecture are warranted with the time remaining in the project. It is recommended that the indicators be better defined as indicated in the table above. At present, the lack of defined targets cause difficulty for monitoring and evaluation and may not completely inform management decision making within a timescale that enables adaptations. The indicators where indicated currently do not tell the entire story of the project. Based on this presentation, the GCU will need to focus on key decisions within Outcome 1.1 to better define the expectations for the work planning and adaptive management process.

Annex 12. Progress Analysis

Level of Achievement at MTR

Component 1

Outcome 1.1: Improved coordination, adaptive management and partnership among program stakeholders and increased effectiveness of Program investments; Enhanced collaboration, replication and upscaling of TRI best practices among environmental and development agencies and countries at the global, regional and national levels.

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome Achievement	Rationale
(1) Program and projects are well managed, addressing risks and challenges, and capitalizing on opportunities for learning, cross-fertilization and collaboration.		TRI portal and systems permitting effective collaboration among TRI partners and stakeholders operational and in use	TRI Portal and systems permitting effective collaboration among TRI partners and stakeholders	yes	75% (3 of 4)	TRI Portal in place; TRI portal usage metrics and satisfaction survey not available.
(2) Number of active partners with which TRI is engaged at a programmatic level (through two-way sharing of information, expertise or tools, collaboration to increase impacts, or provision of co-financing).	Inadequate mechanisms for collaborating, sharing and integration of TRI best practices among TRI and non-TRI countries and partners.	Annual Project reviews rate coordination efforts as “satisfactory” or above, with evidence of cross-fertilization among child projects.	Annual Project reviews rate coordination efforts as “satisfactory” or above, with evidence of cross-fertilization among child projects.	No		The target requires to measure coordination efforts which is not being rated in the PIRs and Evidence of cross-fertilization among child projects is not included either.
(3) New project/program proposals by GEF agencies, other partners and governments informed by/aligned with TRI best practices.		Independent midterm review of Global Child Project & TRI Program rates progress towards TRI objective as “satisfactory” or above.	Independent Terminal Evaluation of Global Child Project & TRI Program rates progress towards TRI objective as “satisfactory” or above	Yes		Ongoing – Result MS

		Maintenance of active engagement with at least 2 key partners, such as regional FLR initiatives, investors, NGOs, platforms, fora and other organizations.	Maintenance of active engagement with at least 4 key partners, such as regional FLR initiatives, investors, NGOs, platforms, for a and other organizations.			<p>Partnership 1: Development of online FLR training program in partnership with ELTI/Yale University.</p> <p>Partnership 2: Development of framework and tools for assessing impacts to biodiversity from FLR, in partnership with Newcastle University and The Biodiversity Consultancy</p> <p>Partnership 3: The Decade 'group' has provided opportunities to present TRI project experiences to different audiences</p>
			At least 2 new project/program proposals by GEF agencies, other partners and governments are informed by/aligned with TRI approaches and practices and include strong collaboration between different GEF agencies and other partners.			This is an EoPT Target

Project Outputs	Target	Achieved	Percent Achieved	Output Level of Completion
Output 1.1.1	GCU functioning and providing effective overall coordination support	Functioning and coordinating support (2 of 2)	100%	74%
Output 1.1.2	PAC functioning and providing effective guidance	Functioning and providing effective guidance (2 of 2)	100%	
Output 1.1.3	PSC functioning and providing effective guidance	Functioning and providing effective guidance (2 of 2)	100%	
Output 1.1.4	Global Communications and Outreach strategy developed and being implemented with demonstrated progress against Strategy objectives	Strategy developed by progress against objectives is not demonstrated (1.5 of 2)	75%	
Output 1.1.5	Partnership strategy developed and being implemented with demonstrated progress against Strategy objectives	No Partnership Strategy has been developed (0 of 2)	UA	
Output 1.1.6	TRI web portal developed and updated monthly with information from TRI experiences including via newsletters and outreach materials; dissemination through social media and audio-visual communication.	Web portal developed and dissemination through social media implemented. No evidence on monthly updates (2 of 3)	67%	

Findings:

- Output 1.1.1: TRI GCU established, operational and providing overall coordination and support. Key supports include: Two TRI Global Program workshops, TRI public web portal regularly updated, 2019 and 2020 TRI Year in Review published and disseminated, 2 TRI Quarterly Newsletters, Numerous guidance documents on Global support; comms; M&E Design of harmonized M&E system in-line with GEF-7 Results Framework, Global webinars on Global support and M&E presented and archived. Biannual Project Performance Reports (PPRs) for the Global Child Project Steering Committee are not being done
- Output 1.1.2: There have been 2 PACs meetings when there should have been 6; PAC ToRs defined and PAC members identified; 1st PAC meeting held online on October 1-2, 2020, and

2nd PAC meeting planned parallel to IUCN WCC Sept 6-7, 2021; 1st PAC meeting summary report and recommendations documented, and action points disseminated to TRI partners and country child projects to strengthen the program and facilitate adaptive management as per COVID ongoing crisis.

- Output 1.1.3: PSC established and providing oversight, with frequent communication, excellent collaboration among TRI Partner agencies and full participation at major events and support functions. However, these have not typically been identified as formal meetings of the PSC vs regular coordination calls
- Output 1.1.4: Strategy developed but progress against strategy objectives is not demonstrated. (The two criteria were not 100% met). Key results include TRI public web portal regularly updated; 2019 TRI Year in Review published and disseminated, and 2020 TRI Year in Review developed and to be published prior to IUCN WCC; 2 TRI Quarterly Newsletters, 10 web stories, video, and infographic communicating TRI outcomes and impact from global to national; Presentations on TRI programme in various fora including COFO, GLF and WFC. TRI Event planned at WCC Sept 6, 2021; TRI visual identity defined with the support of TRI Agency partners; FAO's Unasylva Journal special issue on FLR with TRI feature story published in October 2020
- There are no TRI portal metrics implemented to measure portal usage and no satisfaction survey.
- The Annual Progress Reports (PIRs) did not report on coordination efforts with evidence of cross-fertilization among child projects
- The PRODOC indicated that the PAC should meet twice a year but there have been just 2 meetings since project start.
- There have been many Global Child PSC meetings over time. However, these have not typically been identified as formal meetings of the PSC vs regular coordination calls. The PSC members are in constant/daily contact. Almost all meetings of PSC have been captured in summary emails and action points, according to KILs.
- A Project Progress Report was to be revised twice per year by the PSC. However, formal consolidated project reporting for the TRI Global Child has to date been limited to annual GEF PIRs. Each Agency has its own internal processes and procedures for implementation oversight and as the project got underway, these were felt to be adequate when combined with the regular (at least 1x per 1.5 months, in addition to regular coordination calls) PSC meetings that were occurring, to monitor and adaptively manage the project.
- Program Progress Reports have been compiled for 2020 and 2021. The 2020 report covers updates from the start of the TRI. The intention going forward is for these reports to come out early Q1 of each year.
- The Global Communications and Outreach strategy has not demonstrated progress towards Strategy objectives which was confirmed during interviews. The GCU has started acting during the MTR implementation to address this issue. In 2022 the following actions have taken place:
 - Resume PSC / global child calls in 2022 every six weeks, keeping track of meeting notes and action items on the Teams TRI page
 - Create shared folder for the global child
 - IUCN Programme Manager using Priority Matrix (management tool) to follow up with sub-set of working streams.
 - Enhance communication across agencies.
- According to information gathered during the MTR implementation, there is an outreach/partnership strategy that was agreed early on by the 3 partners, but it was not captured

properly in any document. IUCN, UNEP and FAO (and the GEF) are members of the Steering Committee of the Global Partnership on Forest Landscape Restoration, which brings together more than 30 governments, UN and civil society organizations. IUCN, FAO and UNEP are also 3 of the 4 members of the original consortium that developed the strategy for the UN Decade on Ecosystem Restoration, which now brings together dozens of organizations. These two coalitions include all the key players in the forest landscape restoration space and thus provide ideal channels for uptake of information about TRI and for knowledge exchange on technical and policy aspects as well as providing opportunities to forge partnerships with individual members. For example, the project was able to mobilize the GPFLR to refine/affirm the FLR principles which underlie the TRI activities in countries. The Decade 'group' has provided opportunities to present TRI project experiences to different audiences and through the Decade task forces guidance on restoration science, best practices and monitoring will play a role in increasing the quality of TRI delivery.

Outcome 1.2: Progress of TRI Program is systematically monitored, reported, and assessed

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome Achievement
Monitoring tools in use and yielding useful progress tracking information	No data being collected	Appropriate data is being collected and course adjustments being made if necessary. Mid-term review completed.	Reports and evaluations published on schedule; Biannual review meetings monitor and guide Program performance.	Out of 2 criteria, 1.5 has been met: Monitoring tools are in use (criteria 1) but not yielding useful progress tracking information (criteria 2)	75%

Project Outputs	Indicator	MTR Target unit	Achieved	Outcome Rating	Output Completion
Output 1.2.1	Effective M&E system established and operational	1	1	100%	67%
Output 1.2.2	Number of biannual Project and Program Progress reports	12 (6 Program Progress Reports and 6 Project Progress Reports)	Two Program Progress Reports (2 of 12)	17%	
Output 1.2.3	MTR	1	1	100%	

Output 1.2.4	Reporting of country progress on FLR through Bonn Challenge Barometer and other public reports and/or platforms	6 TRI countries have made Bonn Challenge Commitments	3 countries were included in the Restoration Barometer Spotlight Reports (2017) and the Second Bonn Challenge progress report (2019)	50%	
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Findings:

- TRI Program-level M&E system is established and operational with effective linkages to all TRI national projects. However, information gathered from the NCPs is not complete for the 9 Core Indicators.
- The MOV in the PRODOC Results Framework refers to M&E meeting minutes. There are no evidence M&E meetings minutes.
- There should have been 3 PIRs by MTR since project was supposed to start in Q1 2018. PIR 2019 is not available, just 2020 and 2021 (2 of 3)
- Despite that the 9 Core TRI Program Indicators were reviewed and improved definitions, information sheets and a MEL guiding framework, and the revised TRI MEL framework was shared with all TRI NCPs during 2 webinars in 2021, all were requested to include reporting on the 9 Core Indicators in their PIRs. However, there are many inconsistencies in NCPs reports against the core indicators, which are currently being addressed by the GCU.
- The frequency of the Program Progress Reports has not been followed (should have been 2 per year). M&E plan includes a Project Progress Report (apart from the Program Progress Report) to be delivered twice a year to the PSC. There is no evidence of these reports.
- 3 of 6 TRI countries that have made Bonn Challenge pledges report country-wide progress on BC Barometer. Of the 6 TRI countries that to date have made Bonn Challenge Commitments (Cameroon, CAR, DRC, Kenya, Pakistan, and Tanzania), 3 countries, Cameroon, DRC and Kenya, were included in the Restoration Barometer Spotlight Report 2017, and the Second Bonn Challenge progress report published in 2019.

Level of Achievement at MTR

Component 2

Outcome 2.1: Improved actionable knowledge on FLR through enhanced tool packages

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome Achievement	Rationale
Number of enhanced packages tailored to NCP needs	Large available content on FLR implementation and monitoring, however, content is not yet suitable for adoption in-country	Up to 3 packages on selected topics developed	Up to 5 packages on selected topics developed	3	100%	Indicator achieved 100% of midterm target and on track to achieve end of project target.

Project Outputs	Target	Achieved	Percent Achieved	Output completion
Output 2.1.1	Packages of FLR tools on up to 3 priority topics are developed to be used in-country	3	100%	100%

Findings:

- Building on the expertise of FAO's e-learning academy that offers over 350 multilingual free and self-paced e-learning courses, also available in downloadable format and offering a recognized badge, several e-learning courses were developed in English and in French to maximize reach to all NCPs stakeholders:
 - Introduction to FLR: this course aims to introduce the key concepts and steps of FLR. It further presents barriers and success factors of FLR, as well as benefits and important aspects to consider for its implementation, management and monitoring.
 - Monitoring FLR: based on the FAO and World Resources Institute publication *The Road to Restoration*, this course aims to equip practitioners with the capacity to design, plan and implement monitoring systems for FLR. It examines why monitoring is important for FLR, how to choose appropriate indicators to meet restoration objectives and how to design a restoration monitoring framework.
 - Sustainable financing of FLR: this course aims to strengthen the ability of practitioners to analyze FLR financial needs and opportunities, making them more effective at understanding funding streams and securing funds for their projects and interventions. It also examines the costs and benefits of FLR, barriers to accessing financing, and how to create an enabling environment for restoration.

Outcome 2.2: Improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face meetings

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome Achievement	Rationale
Number of NCPs stakeholders benefiting from face-to-face learning linked to TRI	No face-to-face learning opportunities linked to TRI	Over 500 NCPs stakeholders benefit from face-to-face learning linked to TRI	Over 1000 NCPs stakeholders benefit from face to face learning linked to TRI	448	90%	Since Face-to-face events were halted due to Covid-19 pandemic, online events have been included to validate the indicator. There is evidence of interactions through Dgroups. Online events accessible at https://dgroups.org/fao/restoration-initiative/library (No information available on how many stakeholders attend online events)

Project Outputs	Target	Achieved	Percent Achieved	Output completion
Output 2.2.1	3 TRI Global KS meetings organized and attended by representatives from national child project teams	3	100%	83%
Output 2.2.2	1 regional workshop/training on priority FLR topics at global and regional levels are organized	1	100%	
Output 2.2.3	6 national trainings enhanced/supported	5	83%	
Output 2.2.4	At least 4 South-South exchange are successful and well documented	2	50%	

Findings:

Number of Participants by Event		
2019	TRI Inception workshop Kenya	50
2019	TRI capacity development workshop Rome	70
2019	regional exchange Asia PES	40
2019	Kenya CE training	23
2019	FPIC DRC	20
2020	Pakistan PES, ROAM CE	96
2019	Capacity needs assessment DRC CAR	40
2019	CAR Bioersity capacity development support	80
2020	CAR CEOF training	15
2022	WFC Korea	14
		448

- Due to Covid-19 pandemic restrictions, the alternative to in-person events during the pandemic was to have knowledge sharing events done online, **but not changing the indicators**, only the modality. A combination of in-person knowledge sharing and training events has been employed. This includes overall knowledge sharing during the 2nd global TRI event in October 2019, followed by both targeted support to countries that requested it (some in-person trainings before the pandemic) and TRI online events⁶⁰ addressed to all countries (7 webinars) + webinar series (3 sessions).
- 3 of 3 TRI Global Knowledge Sharing meetings organized and attended by all national child project teams (FEB 2019 Kenya and OCT 2019 in Rome) 120 NCPs stakeholders benefited from these events (Source PIR 2021). A series of Program-level webinars in 2022 designed to support knowledge sharing, partnership and exchange of best practices among TRI project teams. Counts as a TRI Global Knowledge Sharing event.
- The XV World Forestry Congress side event “The Restoration Initiative: A programme addressing restoration of degraded and deforested lands for the well-being of people and nature”⁶¹, attended by 50 people in presence and 20 online in May 2022. During the session, participants were able to engage with country representatives who presented examples of the varied technical tools and approaches provided by the programme to plan, implement, and monitor restoration activities. This event counts as a South-South exchange.

⁶⁰ Online events accessible at <https://dgroups.org/fao/restoration-initiative/library>

⁶¹ Recording accessible here: <https://youtu.be/FWZFId36vwQ>

- 1 of 1 regional workshop organized on PES and FLR by FAO and the IUCN team in Beijing from 9th to 13th September 2019 (China, Pakistan, and Myanmar)
- 5 of 6 national trainings (One in DRC and one in CAR) To develop capacity development plans in a participatory manner. One in Sao Tome and Principe. And another in CAR, experts from Bioversity support to analyze needs in genetic diversity incorporation into FLR. And one National mapathon in Kenya to train 23 people from several institutions on digital tools for land-use assessment

Outcome 2.3: Improved dissemination of knowledge on FLR to project stakeholders and beyond through online learning journeys

Indicator	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome Achievement	Rationale
Number of people benefitting from knowledge shared online	No online community specific to FLR currently exist	3,900 people benefitting from knowledge shared online	8,000 people benefitting from knowledge shared online	3995	102%	4,975 people benefitting from knowledge shared online: 1000 based on FAO monitoring framework for the participation in the FLR Community of Practices and webinars organized under TRI; Knowledge base had 1,565 views; three communities of practice gather 2,430 members.

Project Outputs	Target	Indicators	Achieved	Percent Achieved		Output Completion
Output 2.3.1	900 people are part of the FLR CoP	900	2430	100%	50%	38%
	At least 75% of the key stakeholders who respond to the Communities' user surveys and feedback forms report that they have found the communities and/or the online knowledge sharing useful for their activities	75%	0	0%		
Output 2.3.2	3,000 people have accessed the Knowledge Base	3000	1565	52%	26%	
	55% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities	55%	0	0%		

Despite that there are 3,995⁶² people benefitting from knowledge shared online which reached the 3,900-midterm target, the evaluation team is rating this outcome as **Satisfactory** because the outputs indicators required two values: number of people and percentage of usefulness. There is no evidence of surveys to assess these percentages.

Findings:

- Output 2.3.1. The midterm target is 900 people that are part of the FLR CoP and at least 75% of the key stakeholders who respond to the Communities’ user surveys and feedback forms report that they have found the communities and/or the online knowledge sharing useful for their activities. There are three FLR CoPs established in 2020/2021: *Forest and Landscape Restoration 1 392 members from 104 different countries; Local finance for forest and landscape restoration 853 members from 106 different countries; and the 185 members from 18 different countries.* Webinars are organized regularly to enhance knowledge exchange and capacity building (Dgroups.com). However, there is no evidence of a survey on the usefulness of the CoPs. The 900 people target has been exceeded with 2,430 people, but the indicator’s double criteria limit the assignment of a higher score. Make sure to implement a regular survey for the next period.
- Output 2.3.2. The midterm target is “3,000 people have accessed the Knowledge Base” with “55% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities”. There have been 1,565 views from January 2021 to June 2021. There is no survey report.

Outcome 2.4 Enhanced collection and dissemination of knowledge gained from TRI experiences by national project teams and stakeholders

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome achievement	Rationale
Number of stakeholders supported to collect and disseminate new knowledge gained from TRI experiences	Nil	25 stakeholders supported to collect and disseminate new knowledge gained from TRI experiences	50 stakeholders supported to collect and disseminate new knowledge gained from TRI experiences	63	252%	Dgroups Library: Webinars on ROAM March 2020 (4): RDC, Pakistan, Myanmar, Guinea B.; Webinar on FGR Nov 2020 (2) Kenya, Cameroon; Webinar Series 2022 (10): China, Kenya(2), Tanzania, Camerron, CAR, Guinea B, DRC, Pakistan, STP; 4 countries presented in the World Forestry Congress in May 2022 (Kenya, Pakistan, Congo, and China

Project Outputs	Target	Achieved	Percent Achieved	Output completion
Output 2.4.1	5 documents/ presentations on lessons learnt are produced by the NCPs with the support of the GCP Documents	>5	100%	100%
Output 2.4.2	5,000 people have access to new information in the NCPs through improved dissemination methodologies 5000	5000	100%	

⁶² 3.995 people benefitting from knowledge shared online: 1,565 views based on FAO monitoring framework for the participation in the FLR Community of Practices and webinars organized under TRI; three communities of practice gather 2,430 members.

Findings:

- Both Midterm and EoP targets of 50 stakeholders was exceed.
- Output 2.4.1: Dgroups Library: Webinars on ROAM March 2020 (4): RDC, Pakistan, Myanmar, Guinea B.; Webinar on FGR Nov 2020 (2) Kenya, Cameroon; Webinar Series 2022 (10): China, Kenya(2), Tanzania, Camerron, CAR, Guinea B, DRC, Pakistan, STP; 4 countries presented in the World Forestry Congress in May 2022 (Kenya, Pakistan, Congo, and China

Documents on knowledge collection and dissemination			
2019	TRI capacity workshop Rome	11	
Mar-20	webinar ROAM	11	https://fao.adobeconnect.com/a1026619000/plalzpn66p fy/
Sep-21	TRI side event Marseilles	11	https://www.youtube.com/embed/uJkiMK7ZZkk
2021	Unasyvla 252	3	
2022	TRI KS online event	10	
2022	WFC Korea	8	3 posters and 5 papers Kenya, Pakistans, DRC and CAR
2022	WFC Korea side event TRI	6	China, Cameroun, Kenya, DRC, STP, Pakistan
2022	WFC Korea FLR strategies	3	Kenya, DRC, Pakistan
		63	

5.

- Output 2.4.2: FLRM website (total users: 16 276) Time frame January 2021 – June 2022:
 - The Restoration Initiative project webpage: (532 page views)
 - Twitter TRI-related post on FAO Forestry Twitter account (81.2K followers): <https://twitter.com/FAOForestry/status/1521716326833659904?s=20&t=nO8JDT1gUROBuv1bfPCYw> (1338 views, 6 retweets and 19 likes)
 - Forest and Landscape Restoration Mechanism Newsletter =>5000+ subscribers
 - Quarterly newsletter issues with at least an article per issue about TRI-related activities and stories | Article in latest issue: “The Restoration Initiative Knowledge Sharing Webinar Series”, read by 104 people
 - XV World Forestry Congress Side event “The Restoration Initiative: A programme addressing restoration of degraded and deforested lands for the well-being of people and nature”, attended by 50 people in presence and 20 online. Recording accessible here: <https://youtu.be/FWZFId36vvQ>

Outcome 2.5: Strengthened global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome achievement
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Number of documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Nil	15 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	30 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	More than 15	100%
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Project Outputs	Target	Achieved	Percent Achieved	Output Completion
Output 2.5.1	15 documents gathered from the NCPs and online exchanges and shared to a larger audience Documents	15	100%	100%

Findings:

- More than 15 documents gathered from the NCPs and online exchanges and shared to a larger audience.
- The Restoration Initiative Knowledge Sharing Webinar Series (From 9 to 23 February 2022) Online events accessible at <https://dgroups.org/fao/restoration-initiative/library> This is a series of Program-level webinars, for all TRI program project partners, designed to support knowledge sharing, partnership and exchange of best practices among TRI project teams. All project teams were requested to participate, with each webinar providing an opportunity to showcase 3-4 projects and share their experiences, challenges and achievements to date. There are presentations from China, Kenya, Tanzania.
- During the XV World Forestry Congress in Seoul, Korea (May 2022) four countries shared their experiences with presentations Kenya, Pakistan, Democratic Republic of Congo and China.
- FAO's flagship publication⁶³ The State of the World's Forests 2022 (Digital report and videos⁶⁴)
- *Newsletter*: The following articles related to NCP TRI were published from July 2020 until now in the FLRM newsletter:
 1. Mount Kulal forest and landscape restoration campaign and launch of tree planting
 2. A mapathon to strengthen capacity for monitoring land use, land use changes and forestry in DRC
 3. Implementing forest and landscape restoration in Sao Tome and Principe
 4. FAO's support to the ILMAMUSI Community Forest Association in Kenya
 5. Article in latest issue: "The Restoration Initiative Knowledge Sharing Webinar Series", read by 104 people

⁶³ VIEW the launch of the report < <https://programme.wfc2021korea.org/en/session/c925d047-ffab-ec11-997e-a04a5e7cf9dc>> at the XV World Forestry Congress in Seoul, Republic of Korea

⁶⁴ WATCH a video < https://www.youtube.com/watch?v=DWtslaGVf_U> exploring the three pathways and a 'Tree Talk' < <https://www.youtube.com/watch?v=OhZWK4HVBUC>> in which Ewald Rametsteiner, Deputy Director of FAO's Forestry Division, talks through the key findings.

- Publications:
 1. FAO support to finance forest landscape and restoration – Leaflet - 15/03/2021(English)
 2. Mapping together: A guide to monitoring forest and landscape restoration using Collect Earth mapathons - 09/02/2021(English)
 3. Unasylva #252 Restoring the Earth - The next decade - 28/10/2020 (English and French), including one article on the TRI programme
 4. The Restoration Initiative Year in Review 2019 - 02/07/2020 (English and French)
 5. The Restoration Initiative Year in Review 2020

Level of Achievement at MTR

Component 3

Outcome 3.1: Improved in-country knowledge on needs, opportunities, barriers and solutions for mobilizing sustainable finance for forest landscape restoration, and enhanced capacity for mobilizing sustainable finance for forest landscape restoration

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome achievement	rationale
Number of key stakeholders, including government and investors, engaged in TRI countries	Nil	EIRD tool developed	Countries utilized EIRD tool	8 countries using the tool and a training program under development	90%	8 TRI projects have received training capacity and are in the process of finalizing the assessment of their business potential.(Source PIR 2021) A training program on finance for FLR is currently being developed by UN-WCMC (Source PIR 2021
		Training program developed	Stakeholders trained in FLR			

Outputs	MTR Target		Achieved	Percent Achieved	Output Completion
Output 3.1.1	A tool to identify key enabling investments tool	1	1	100%	90%
	Number of TRI countries using the Restoration Factory	4	8		
Output 3.1.2	A training program on FLR finance available	1	0.9	90%	
Output 3.1.3	Report on FLR finance flows developed	1	0.8	80%	

Findings:

- The midterm target of at least 4 countries using the Restoration Factory tool exceed but the training program has not been finalized. The three outputs are on-track with 90% of the midterm targets achieved. | To reach EoPT the training should be finished and implemented. There is no indication on the number of stakeholders trained in FLR, so we assume all NCPs are the targeted stakeholders.
- **Output 3.1.1:** was changed to become an online mentoring program aimed at turning TRI projects into attractive investments, rather than just a diagnostic tool. The initial investment into designing and developing the platform has been possible by leveraging UNEP FI's own resources, to ensure enough TRI funds are available to deal with possible contingencies in the implementation of the e-training program. The program has made significant progress towards strengthening and expanding the pipeline of investment-ready projects through the establishment and deployment of the **Restoration Factory**. During the MTR implementation, information about the cohort and its impact has been summarized in a presentation that identifies the need for improvement.
- **Output 3.1.2:** With regards to increasing the general level of knowledge of restoration finance amongst TRI stakeholders, Knowledge Hub (named as the "Restoration Explorer" tool) is being co-developed with UN-WCMC to "create a shared knowledge base that supports the mobilisation of financial resources to restore and maintain critical landscapes". The objective of this Output is to "systematise and disseminate information about tools and models for sustainable land use, with a focus on forest and landscape restoration finance". Progress of this tool is being monitored by steps taken in the following: (1) A review of existing literature on sustainable land use, considering how existing tools and initiatives can provide guidance and be used as resources within the Restoration Explorer tool. (2) Case studies on bankable restoration projects, outlining how different economic instruments have been successfully utilised to fund restoration projects around the world. (3) Insight into how different financing tools can be used in forest landscape restoration, thus helping to inform what to include in the finance instrument of the Restoration Explorer. So far, the tool is still under development.
- **Output 3.1.3:** Partnership has been established with the EUREDD+ facility, which makes their finance flow mapping methodology (*land-use finance toolkit*) available to TRI countries. The toolkit's scope is currently being expanded to address and track FLR private finance flows, leveraging co-finance contribution from UNEP. Research initiated on solutions to capture FLR private finance flows A roadmap of engagement with the TRI country child projects is currently being finalized with first capacity building activities planned for Q4 2020-Q1 2021. Support pilot testing of the tool in selected TRI countries has not started.

Outcome 3.2: Enhanced opportunities, means and partnerships for financing FLR in TRI countries

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome achievement	Rationale
Number of opportunities and partnerships identified	Nil	1 partnership established	2 partnerships established at national level	0	0%	No partnership has been established

Project Outputs	Target	Achieved	Percent Achieved	Output Completion
Output 3.2.1	TRI country requests for FLR finance support #countries	5	3	60%

Output 3.2.2:	Not applicable target for project Midterm. One investment workshop to be achieved by the end-of-project.		0	0%	
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Findings:

- Outcome 3.2 is intended to build on the infrastructures of Outcome 3.1 and focus on concrete commercial and financial interventions in the TRI countries. These interventions require to be able to bring the engagement on the ground, which continues to be a challenge due to persistent COVID-19 restrictions. Output midterm target achieved a 60% since three TRI countries have requested FLR finance support (China, Kenya and STP). The indicator is the “Number of opportunities and partnerships identified”, and up to the MTR no opportunities or partnerships identified
- Output 3.2.1 Preliminary support has been provided to the country child project teams of Sao Tome et Principe, Kenya (UNEP), Pakistan and China to identify opportunities to develop bankable proposals. (Source PIR 2021)
- Output 3.2.2 regarding the development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration has been temporary halted due to Covid considerations and uncertainties around travel restrictions. Although alternative online solutions are being considered the feasibility of doing so in the target countries represent serious challenges. The Workshop is probably be delivered jointly with FAO Knowledge Sharing Workshop by Q3 FY2022.
- Output 3.2.2: Not applicable target for project Midterm. One investment workshop to be achieved by the end-of-project.

Level of Achievement at MTR

Component 4

Outcome 4.1: Enhanced in-country enabling environment for FLR, and increased national and sub-national commitment to FLR

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	% Achieved
Number and type of enabling environment enhancements;	Per Child project situational analyses	TRI country national and sub-national policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of	TRI country national and sub-national policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in	6	100%
Number of new/additional FLR commitments by TRI countries				5	

		carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.	forest and other land uses, and reduced emissions from LULUCF and agriculture. At least 2 new/additional country commitments to FLR by TRI countries.		
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Project Outputs	Target	Achieved	Percent Achieved	Output Completion
Output 4.1.1	X Number of FLR case studies and policy briefs developed and disseminated	2	100%	100%
Output 4.1.2	FLR campaign under development	1	100%	

Findings:

- 6 countries (Cameroon, Kenya, China, Sao Tome e Principe, Guinea-Bissau, and Myanmar) are interested and implementing PIPs - *Source TRI Policy component implementation status report of May 2021.*
- Pakistan increased their pledge to the Bonn Challenge in 2021. Other achievements with regards to pledges can be seen in the updated NDCs with improved integration of NbS, such as Guinea Bissau, Kenya, Myanmar and Tanzania (5)
- Output 4.1.1.: Two policy briefs completed: (1) FLR coordination mechanisms and (2) FLR-supporting policies. 2 case studies included in the publication - Inter-institutional coordination mechanisms for forest landscape restoration; 4 case studies included in the publication - Policies that support forest landscape restoration. Source PIR 2021
- Output 4.1.2: 100% progress in developing Policy Influencing Plans (PIPs) in countries that requested PIP support (São Tomé and Príncipe, both Kenya projects and Cameroon). Ongoing progress in implementing PIPs.
- The indicator refers to the number of policies, legislation, and other regulatory instruments. PIPs are being considered as improving the enabling environment as they are developed together with the government and implementation follows.
- There are two case studies on inter-institutional coordination mechanisms in TRI countries and five case studies on FLR policies (1 from Kenya, a TRI country). Governance and policy impact assessments will be undertaken in 3 countries in 2022. The natural resources governance framework methodology underpins this work.

Outcome 4.2: Strengthened capacity to assess and monitor biodiversity impacts from restoration

Indicator(s)	Baseline	Mid-term Target(s)	EoP Target	Achieved	Outcome achievement
Evidence of increased	Insufficient knowledge,	Capacity of target audiences	Capacity of target audiences	Biodiversity monitoring	75%

knowledge and capacity at different levels to plan for and manage biodiversity impacts from FLR	capacity and tools to assess, monitor and plan for impacts to biodiversity from FLR among TRI and non-TRI countries, and environmental and development agencies	strengthened through use of biodiversity monitoring framework, guidelines, tools	strengthened through use of biodiversity monitoring framework, guidelines, tools	framework, guidelines and tools are being used but there is no survey to assess the level of capacity increase of the target audience. 0.75	
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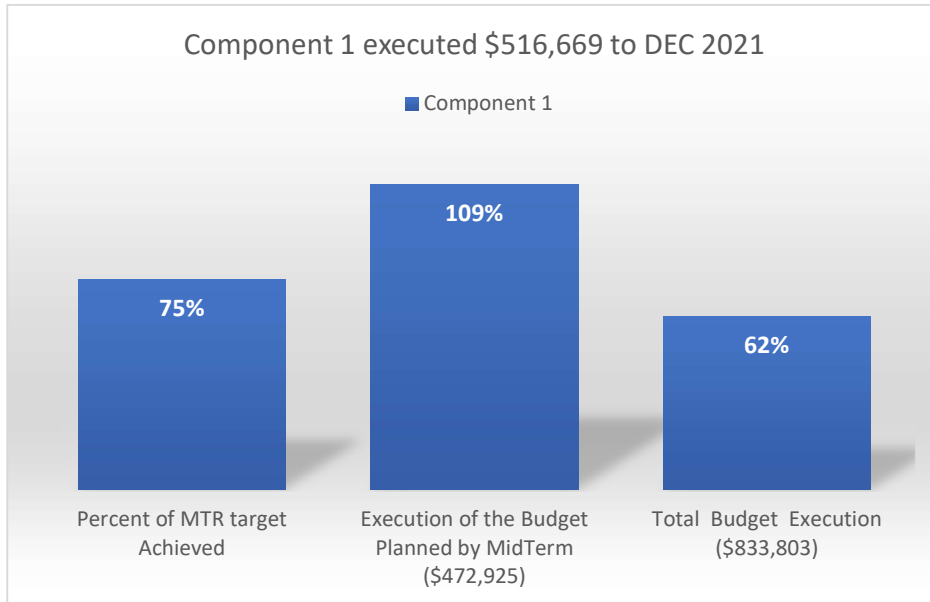
Project Outputs	Target		Achieved	Percent Achieved	Output Completion
Output 4.2.1	Framework for Monitoring Impacts to Biodiversity for FLR developed, and implemented by a number of TRI countries; number of downloads of Guidelines #workshop	1	1	100%	67%
Output 4.2.2	Number of sites testing draft Guidelines countries	4	0	0%	
Output 4.2.3	Number and type of new tools for monitoring biodiversity impacts from FLR available tools	2	2	100%	

Findings:

- Evidence of increased knowledge and capacity at different levels to plan for and manage biodiversity impacts from FLR would include the 5 Ex-Ante STAR Assessments (low resolution), for Cameroon, CAR, Kenya ASAL, Kenya Tana, Myanmar, as well as the 3 high-resolution STAR Assessments provided for Cameroon, Kenya (both projects). There is no survey which is required by MoV in Results Framework to validate capacity increase.
- **Output 4.2.2:** Piloting and refinement of the framework for monitoring impacts to biodiversity from FLR has not started yet. Following publication of 5 Ex-Ante STAR Reports, team is assembling updated localized data for project sites, although all field-based sampling delayed due to Covid.
- Along with STAR methodology (Output 4.2.1), development of additional knowledge products and tools including TerraView tool for mapping FLR-relevant changes to project sites, with publication and dissemination anticipated in 2021. New tools include high-resolution STAR Ex-Ante assessment reports, high-resolution and customizable (to IUCN Red List species habitat requirements) land classification maps for TRI project sites (with approach that can be replicated).

Annex 13. Components Quarterly Execution

Component 1 Efficiency



Component 1 Total Budget (at CEO Endorsement)	Planned by Year 3 (Prodoc)	Executed by December 2021
\$ 833,803	\$ 472,925	\$ 516,669

Covid-19 Impact on Component 1

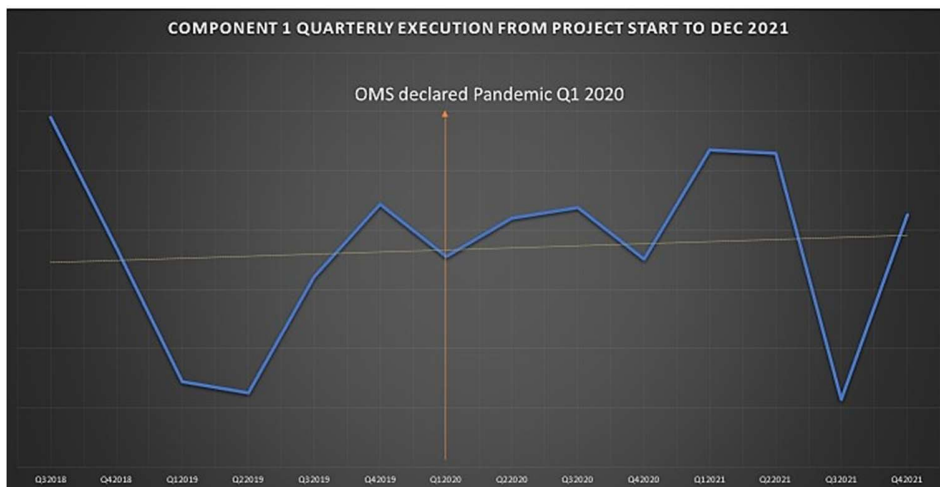
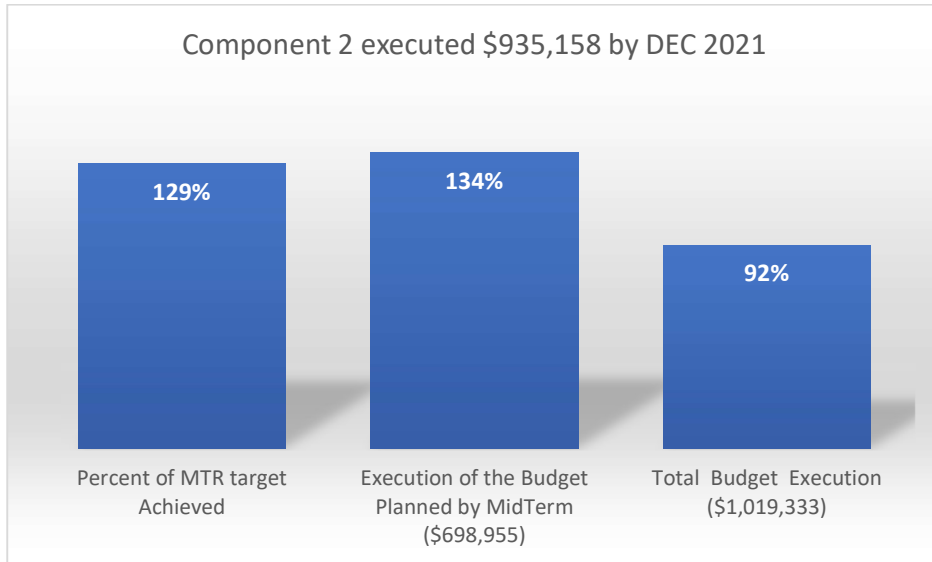


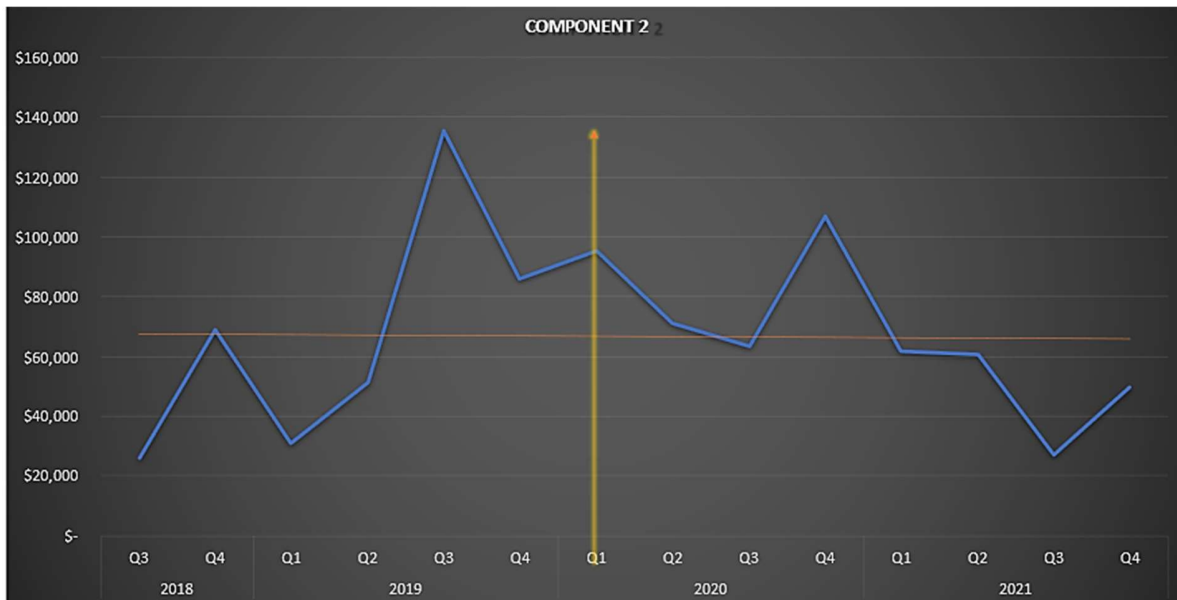
Figure No. 3 Component 1 Covid-19 Impact

Component 2 Efficiency

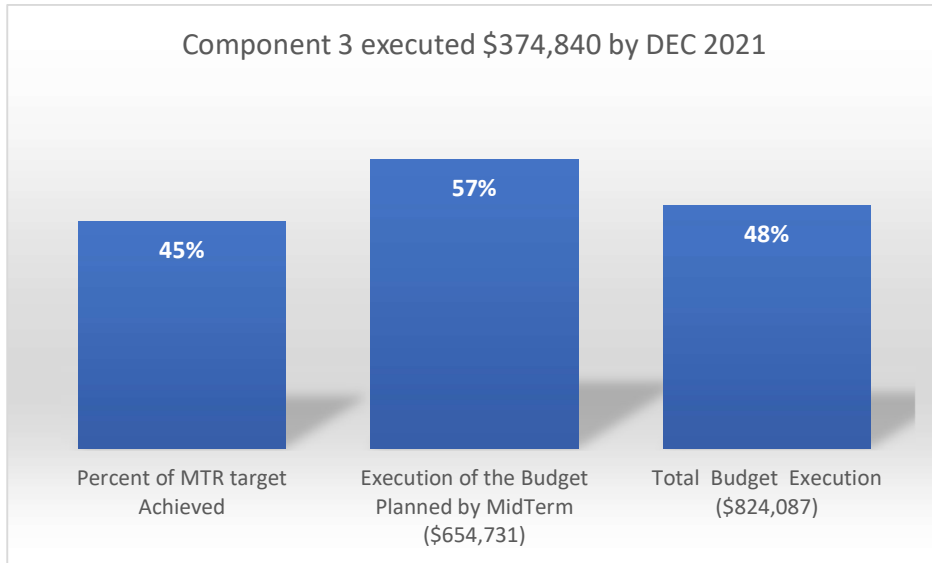


Component 2 Total Budget (at CEO Endorsement)	Planned by Year 3 (Prodoc)	Executed by December 2021
\$ 1,019,333	\$ 698,955	\$ 935,158

Covid-19 Impact on Component 2

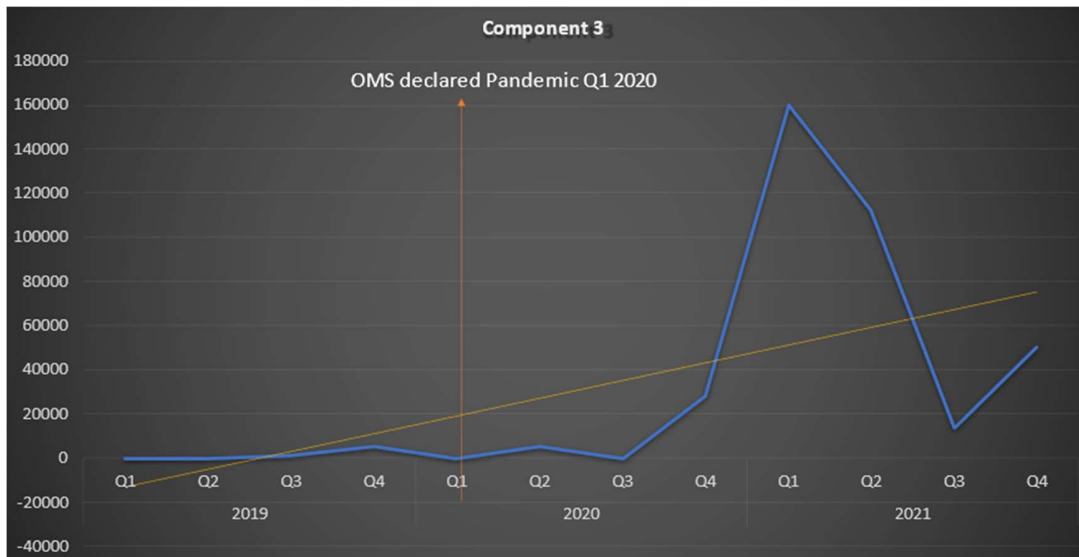


Component 3 Efficiency

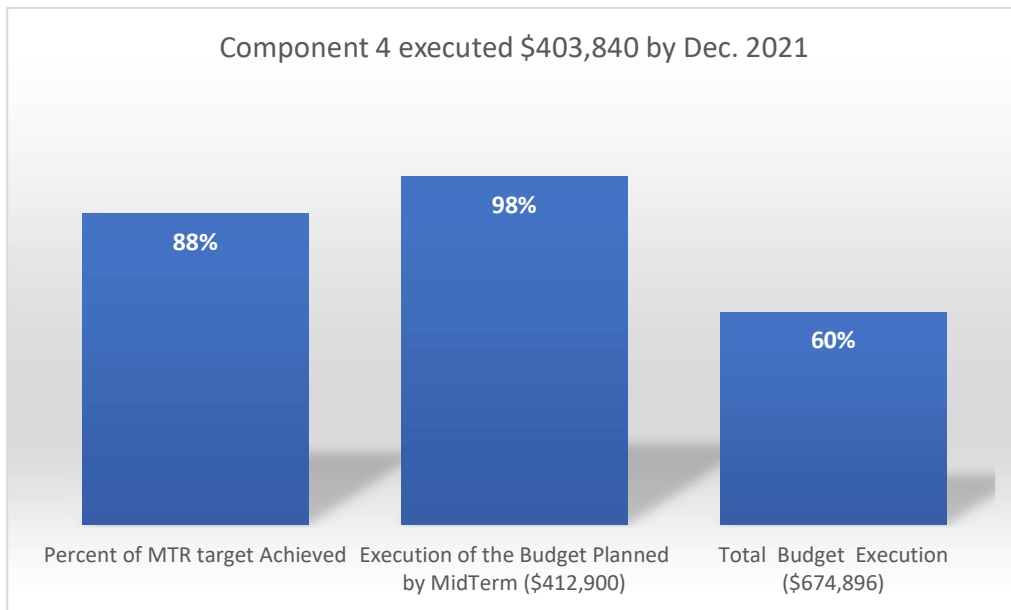


Component 3 Total Budget (at CEO Endorsement)	Planned by Year 3 (Prodoc)	Executed by December 2021
\$ 824,087	\$ 654,731	\$ 374,840

Covid-19 Impact on Component 3



Component 4 Efficiency



Component 4 Total Budget (at CEO Endorsement)	Planned by Year 3 (Prodoc)	Executed by December 2021
\$ 674,896	\$ 412,900	\$ 403,840

Covid-19 Impact on Component 4



Annex 14. M&E Activities Plan

Type of M&E Activity	Reporting Frequency	Responsible Parties	MTR Findings
Inception workshop and Report	Workshop held within three months of project start-up; Workshop Report no later than one month after workshop.	GCU, with review by PAC and GEF Units of all three Partner Agencies.	Evidence of inception workshop and report checked satisfactorily
Design and set-up of Project M&E system, in accordance with the Project Results Monitoring Plan, including training of staff and equipment/software.	As early as possible after Project startup.	GCU, in consultation and with contributions from FAO and UN Environment	Evidence of M&E System Checked Satisfactorily
GEF Focal Area Tracking Tools	(i) at submission of the Request for CEO Endorsement/Approval; and (ii) at Project completion.	IUCN	Checked. satisfactorily
Program Advisory Committee Meetings	Semi-annual	GCU responsible for organizing, supporting, and documenting meetings; TRI Agency Partners responsible for participation	PAC meetings in 2020 and 2022 PAC meetings frequency is supposed to be semi-annual. There should have been: 2 in 2019, 2 in 2020, 2 in 2021 and 2 in 2022
IUCN-GEF Coordination Unit Supervision Missions	Annual or as required	The IUCN-GEF Coordination Unit, in consultation with the GEF Unit Offices of FAO UN Environment	
Annual Work Plans and Budgets	Annually for year ending June 30th	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	
Co-financing Reports	Annually	Executing agencies	
Program Progress Reports	Biannual	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	
Biannual Project Progress Reports	Semi-annual	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	
Annual Project Implementation Report (PIR)	Annually for year ending June 30 th	GCU, in consultation and with contributions from the FAO Lead Technical Officer	2020, 2021

Type of M&E Activity	Reporting Frequency	Responsible Parties	MTR Findings
		and the UN Environment Task manager responsible for this Project	
Mid-term Project Evaluation	Once, at Project mid-term	IUCN GEF Unit, in consultation with the GEF Unit Offices of FAO UN Environment	Ongoing
Final Project Report	Once, to be completed 2 months before operational closure of the Project	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	n/a
Terminal Evaluation	Evaluation field mission within three months prior to Project completion	IUCN GEF Unit, in consultation with the GEF Unit Offices of FAO UN Environment	n/a

Annex 16. Environmental and Social Safeguards Screening

The following table shows the ESMS Screening and Clearance Report extracted results (part A) and report the changes occurred since then (part B) during project implementation.

A. Extracted from the ESMS Screening and Clearance Report			Rating of E&S risks		
Environmental and Social Risk Areas			Likelihood (1-5)	Impact (1-5)	Significance (L, M, H)
Adverse gender-related impacts (including gender-based violence)			1	1	L
Risks of affecting vulnerable groups			1	1	L
Risk of undermining human rights			1	1	L
Community health, safety, and security risks			1	1	L
Labour and working conditions			1	1	L
Resource efficiency, pollution, wastes, chemicals and GHG emissions			1	1	L
Risk of project design failing to take climate change into account			1	1	L
ESMS Standards	Trigger	Required management measures/plans	Likelihood (1-5)	Impact (1-5)	Significance (L, M, H)
Involuntary Resettlement & Access Restrictions	<input type="checkbox"/> yes <input checked="" type="checkbox"/> no <input type="checkbox"/> TBD	<input type="checkbox"/> Resettlement Action Plan <input type="checkbox"/> Resettlement Policy Framework <input type="checkbox"/> Action Plan to Mitigate Impacts Access Restriction <input type="checkbox"/> Access Restrictions Mitigation Process Framework <input type="checkbox"/> Other:			
Indigenous Peoples	<input type="checkbox"/> yes <input checked="" type="checkbox"/> no <input type="checkbox"/> TBD	<input type="checkbox"/> Indigenous Peoples Plan <input type="checkbox"/> Indigenous Peoples Planning Framework <input type="checkbox"/> Other:			
Cultural Heritage	<input type="checkbox"/> yes <input checked="" type="checkbox"/> no <input type="checkbox"/> TBD	<input type="checkbox"/> Chance Find Procedures <input type="checkbox"/> Other:			
Biodiversity & Sustainable Use Natural Resources	<input type="checkbox"/> yes <input checked="" type="checkbox"/> no <input type="checkbox"/> TBD	<input type="checkbox"/> Pest Management Plan <input type="checkbox"/> Other:			
Project Risk Category:			x Low Risk	<input type="checkbox"/> Moderate Risk	<input type="checkbox"/> High Risk
Required assessments and management measures/plans:	<input type="checkbox"/> Full Environmental and Social Impact Assessment (Full ESIA) <input type="checkbox"/> Partial ESIA <input type="checkbox"/> Targeted assessment (social assessment, targeted environmental studies etc.) <input type="checkbox"/> Environmental and Social Management Plan (ESMP) <input type="checkbox"/> Environmental and Social Management Framework (ESMF) <input type="checkbox"/> Abbreviated ESMF <input type="checkbox"/> Environmental and Social Management System (ESMS) <input type="checkbox"/> Other:				
B. Report on changes since ESMS Screening and Clearance					

<p>Have findings during implementation triggered any changes to the risk rating of the individual risk areas and/or standards? If yes, explain the issues and the new rating.</p>	<p>No changes.</p>
<p>Have new E&S risks emerged? If yes, explain the issues and the new rating.</p>	<p>No</p>
<p>List all risk issues that are now rated as high risk (if any)</p>	<p>Zero.</p>

Annex 17. Reporting on TRI Core Program Indicators⁶⁶

Indicator #	Indicator	End of Project Target	Achieved at Mid-Term Review
1	Number of new or improved policies and regulatory frameworks* adopted that support forest and landscape restoration	50	13
2	Area of land undergoing restoration (hectares). Results should be disaggregated into the 4 non-overlapping GEF sub-indicators: <ul style="list-style-type: none"> 2. Area of degraded agricultural lands restored 2. Area of forest and forest land restored 2. Area of natural grass and shrublands restored 2. Area of wetlands (including estuaries and mangroves) restored 	483245	166348
3	Area of landscapes under improved practices (hectares; excluding protected areas). Results should be disaggregated into the 4 non-overlapping GEF sub-indicators: <ul style="list-style-type: none"> 2. Area of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified) 2. Area of landscapes that meet national or international third-party certification and that incorporates biodiversity considerations 2. Area of landscapes under sustainable land management in production systems 2. Area of High Conservation Value forest loss avoided 	753451	297721
4	Greenhouse Gas Emission Mitigated (tCO₂e). For TRI projects, the following GEF sub-indicator will be used: <ul style="list-style-type: none"> • Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use 	102732007	8349636 ⁶⁷
5	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	30588	63738

⁶⁶ Source PAC 2022 Report

⁶⁷ Core Indicator 4 was not reported on by all child projects in 2020-2021 reporting cycle. Measuring GHG mitigation from project activities will be assessed at project mid-term and completion by each NCP.

6	Number of cross-sectoral government-led coordination mechanisms and/or frameworks incorporating and supporting restoration established/strengthened at national and sub-national levels in TRI countries	29	20
7	Value of resources (public, private, development partners) flowing into restoration in TRI countries		A tool for tracking Core Indicator 7 is presently under development by UNEP FI.
8	Number of “bankable” restoration projects developed & submitted (according to the scorecard matrix)	30	15
9	Number of TRI knowledge products developed, disseminated and accessed through relevant knowledge platforms	84	44

Annex 18. TRI child projects, Implementing Agencies and summary information.

PROGRAM Funding: \$54,133,704 GEF Grants | \$201,450,938 Co-funding

PROJECT	FUNDING	DURATION	INSTITUTIONAL ARRANGEMENTS	PROJECT COMPONENTS	TARGETS
TRI Cameroon	\$1.3 million GEF Grants \$9.1 million Co-funding	2019-2024	Implementation by IUCN Execution by the International Network for Bamboo and Rattan (INBAR)	Strengthen Cameroon policy commitment to FLR and sustainable land management Pilot applications of restoration using <i>Bambusa spp.</i> And other indigenous species and ensure the development of associated value chains Enhance institutional capacities and financing arrangements to facilitate large-scale FLR at project sites Improve knowledge of best practices in landscape restoration and monitoring and evaluation among project stakeholders and external audiences	Area under restoration (ha): 6,000 Increased area under improved practices (ha): 6,000 Greenhouse gas emissions mitigated (tCO ₂ eq): 384,218
TRI Central African Republic	\$6.5 Million GEF Grants \$10.4 million co-funding	2018-2023	Implementation by FAO Execution by the Central African Republic Ministry of Environment, Sustainable Development, Water, Forestry, Hunting and Fisheries	Filling knowledge gaps on ecosystem service valuation and restoration opportunities, and support for the enhancement of national policies for sustainable land-use planning. Implementation of restoration programmes and complementary initiatives in five pilot sites in the Southwest, targeting abandoned, unproductive lands, with 3,200 ha in restoration transition.	Area under restoration (ha): 3,221 Increased area under improved practices (ha): 3,221 Greenhouse gas emissions mitigated (tCO ₂ eq): 3,185,597

PROJECT	FUNDING	DURATION	INSTITUTIONAL ARRANGEMENTS	PROJECT COMPONENTS	TARGETS
				<p>Capacity building for state ministries and local populations on FLR, agroforestry, and forest management, as well as private-sector finance mobilization.</p> <p>Knowledge capture and sharing, monitoring and assessment.</p>	
TRI China	<p>\$7 million GEF grants</p> <p>\$54 million Co-funding</p>	2019-2022	<p>Implementation by IUCN</p> <p>Execution by the National Forestry and Grassland Administration of the People's Republic of China</p>	<p>FLR-based forest management plans created for seven pilot state-owned forest farms focusing on key ecosystem services.</p> <p>FLR plan for on city (Bijie) and two counties (Fengning and Xinfeng), demonstrating the integration of FLR into regional ecological restoration and development</p> <p>Capacity building for state-owned forest farms to understand and implement FLR</p> <p>Ecosystem service valuation and monitoring systems in place; knowledge capture and sharing</p>	<p>Area under restoration (ha): 208,919</p> <p>Increased area under improved practices (ha): 208,919</p> <p>Greenhouse gas emissions mitigated (tCO₂eq): 3,793,952</p>
TRI Democratic Republic of the Congo	<p>\$3.9 million GEF grants</p> <p>\$12.4 million Co-funding</p>	2018-2023	<p>Implementation by FAO</p> <p>Execution by the Democratic Republic of the Congo Ministry of Environment and Sustainable Development (MEDD)</p>	<p>Development of policy for enabling the promotion of FLR interventions at provincial level.</p> <p>Demonstration of the FLR approach and sustainable use of natural resources in the Kabare (Kabare Territory) and NGweshe (Walungu Territory) chiefdoms, South Kivu Province</p>	<p>Area under restoration (ha): 4,800</p> <p>Increased area under improved practices (ha): 4,800</p> <p>Greenhouse gas emissions mitigated</p>

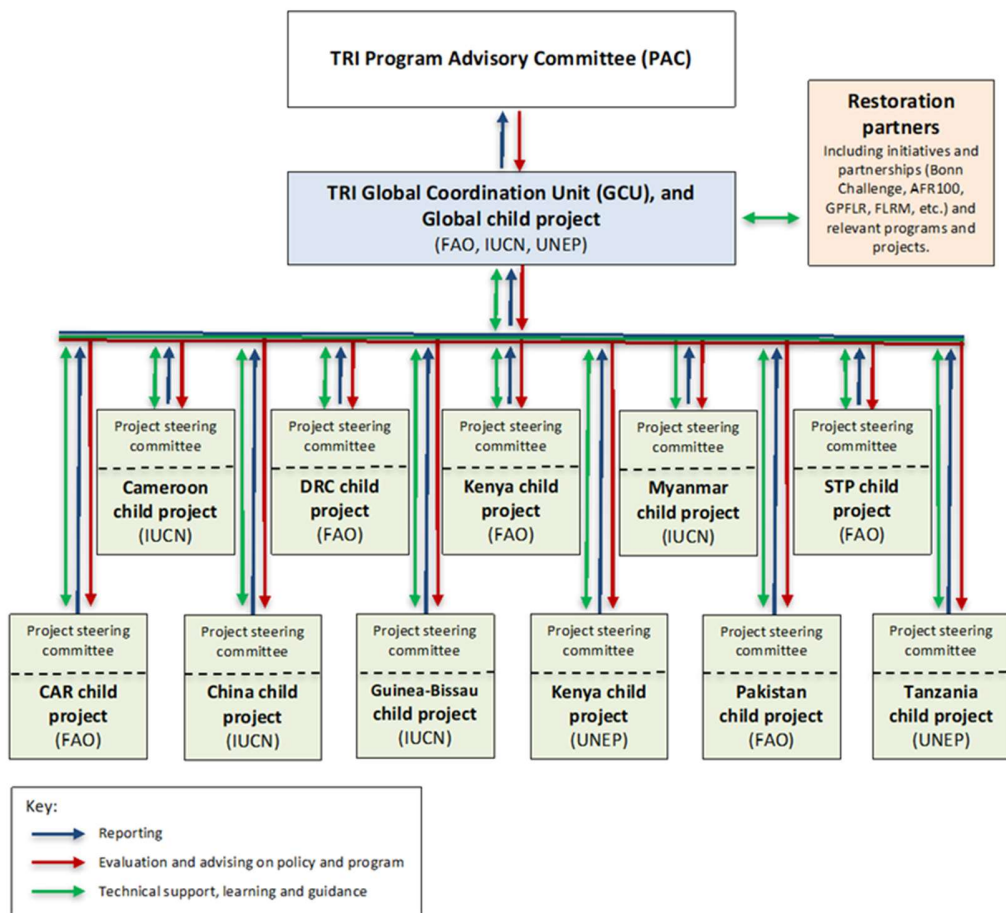
PROJECT	FUNDING	DURATION	INSTITUTIONAL ARRANGEMENTS	PROJECT COMPONENTS	TARGETS
				<p>Reinforcement of institutional and financial capacity to scale up the FLR approach at provincial and national levels</p> <p>Knowledge sharing on FLR, partnerships and FLR monitoring and Assessment</p>	(tCO ₂ eq): 1,064,457
TRI Guinea-Bissau	<p>\$3.3 million GEF grant</p> <p>\$41.1 million Co-funding</p>	2019-2024	<p>Implementation by IUCN</p> <p>Execution by Institute for Biodiversity and Protected Areas (IBAP)</p>	<p>Improved policy environment for mangrove restoration, including a draft law on mangrove conservation.</p> <p>Community-level restoration of abandoned rice fields and high-value agricultural fields</p> <p>Strengthen capacity of national institutions for management and restoration of mangrove ecosystems, and for accessing international climate and conservation finance.</p> <p>Knowledge sharing, and monitoring and evaluation</p>	<p>Area under restoration (ha): 2,700</p> <p>Increased area under improved practices (ha): 2,700</p> <p>Greenhouse gas emissions mitigated (tCO₂eq): 520,493</p>
TRI Kenya-Tana Delta	<p>\$3.6 million GEF Grant</p> <p>\$36.5 million Co-funding</p>	2019-2024	<p>Implementation by UNEP</p> <p>Execution by Nature Kenya</p>	<p>Integration of FLR and sustainable land management in policy and institutional frameworks.</p> <p>Implementation of restoration programmes and complementary initiatives</p> <p>Building capacity of institutions to access finance FLR at scale</p> <p>Knowledge sharing and scaling up best practices and tools for monitoring FLR</p>	<p>Area under restoration (ha): 10,000</p> <p>Increased area under improved practices (ha): 130,000</p> <p>Greenhouse gas emissions mitigated (tCO₂eq): 6,686,291</p>

PROJECT	FUNDING	DURATION	INSTITUTIONAL ARRANGEMENTS	PROJECT COMPONENTS	TARGETS
TRI Kenya-Arid and Semi-arid lands	\$4.2 million GEF grant \$12.5 million Co-funding	2018-2023	Implementation by FAO Execution by Kenya Forestry Research Institute	National and country-level policy and regulatory frameworks, including those on non-timber forest products, strengthened to support FLR. Improved land management and restoration of degraded landscapes through a participatory, community-led approach Strengthened institutional capacities and financing arrangements are in place and facilitate large-scale restoration and maintenance of critical landscapes Improved FLR monitoring, reporting and knowledge dissemination at a national level.	Area under restoration (ha): 8,700 Increased area under improved practices (ha): 152,661 Greenhouse gas emissions mitigated (tCO ₂ eq): 820,089
TRI Myanmar	\$2.7 million GEF Grant \$12.1 million Co-funding	2018-2022	Implementation by IUCN Execution by the Myanmar Ministry of Natural Resources and the Environmental conservation Forest Department	Enhancing support for FLR among national and subnational policy frameworks. Includes support for a national cross-sectorial advisory group on FLR; watershed FLR plans; protected areas FLR Restoration of priority areas in Sagaing Region Support for FLR finance mobilization and the development of complementary small and medium-sized enterprises. Knowledge capture and exchange of lessons	Area under restoration (ha): 89,005 Increased area under improved practices (ha): 1,295,007 Greenhouse gas emissions mitigated (tCO ₂ eq): 861,128
TRI Pakistan	\$4.3 million GEF Grant	2018-2022	Implementation by FAO	Strengthened regulatory and policy environment for integrated and sustainable	Area under restoration (ha): 4,400

PROJECT	FUNDING	DURATION	INSTITUTIONAL ARRANGEMENTS	PROJECT COMPONENTS	TARGETS
	\$24 million Co-funding		Execution by the Pakistan Ministry of Climate Change	<p>management of chilgoza forest ecosystems.</p> <p>Conservation, restoration of chilgoza forest landscapes, value chain development</p> <p>Strengthened local institutions for management of chilgoza forest ecosystems</p> <p>Knowledge capture and exchange</p>	<p>Increased area under improved practices (ha): 34,400</p> <p>Greenhouse gas emissions mitigated (tCO₂eq): 2,782,420</p>
TRI Sao Tome and Principe	<p>\$5.1 million GEF Grants</p> <p>\$16.7 million Co-funding</p>	2018-2023	<p>Implementation by FAO</p> <p>Execution by the government of the Democratic Republic of Sao Tome and Principe and Directorate of Forests and Biodiversity (MADR)</p>	<p>Policy development and integration</p> <p>Implementation of restoration programmes and complementary initiatives. Restoration of approximately 36,000 ha of forest landscapes</p> <p>Capacity building and finance mobilization</p> <p>Knowledge sharing and partnerships</p>	<p>Area under restoration (ha): 35,500</p> <p>Increased area under improved practices (ha): 35,500</p> <p>Greenhouse gas emissions mitigated (tCO₂eq): 8,034,828</p>
TRI United Republic of Tanzania	<p>\$12.2 million GEF Grant</p> <p>\$64.3 million co-funding</p>	2020-2025	<p>Implementation by UNEP</p> <p>Execution by the Vice-President's Office in partnership with the National Environment Management Council and the IUCN United Republic of Tanzania Office</p>	<p>Development of policy and institutional frameworks that reduce landscape degradation</p> <p>Implementation of sustainable landscape restoration plans</p> <p>Monitoring, knowledge sharing, and resource mobilization for FLR</p>	<p>Area under restoration (ha): 110,000</p> <p>Increased area under improved practices (ha): 87,245</p> <p>Greenhouse gas emissions mitigated (tCO₂eq): 2,224,846</p>

Annex 19. Governance and Institutional Arrangements

The below figure shows the TRI Program's institutional structure as presented in the Project Document



Annex 20. Progress to Impact



Figure No. 10 Progress to Impact

Annex 21. Audit Trail

To the comments received on 29 July 2022 from the Midterm Review of the Global Learning, Finance, and Partnerships project under TRI, GEF Project ID 9522

The following comments were provided to the draft MTR report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
1	Email (27/7)	FAO	Under the communications strategy (Progress towards results > Component 1 > Outcome 1.1.), they say it has been 0% completed but something was done at programmatic level. Also, there was a communication plan for the Year in Review	Outcome 1.1 was rated at 88% (Satisfactory). Regarding the communications strategy, this output is estimated at 75% completed in recognition that the strategy was developed and verbal commitment to the process, which is trending upward and is likely to be completed by EOP.
2	Email	FAO	Under C3 Project Implementation and Adaptive Management > C3.1 Project Implementation & Execution Modality, it says: There was no consolidated inter-agency annual workplan that enables partners to see the big picture of the upcoming year or follow-up actions on PSC recommendations. No approval is documented. Only IUCN documents were made available to evaluators during the desk survey. No information was available on budget execution, annual workplans, oversight reports, etc. from FAO or UNEP. Is this correct?	Yes. This was correct at the Desk Review phase of the MTE. The documents in the SharePoint were only from IUCN. During the MTE implementation, improvements were made and now we can see a consolidated workplan for 2022. Budget execution is still not consolidated as one document with the information from the 3 agencies (for this Global Child Project). We recommended a minimum level of approval and consolidation of the workplans and budgets by the 3 IAs once they are completed and internally approved.
3	Email	FAO	Regarding the M&E part, it seems we have to work better with the countries to make them include in the PIRs the core indicators, this was flagged already but not sure if all countries have considered it.	We updated the text to reflect this point. Remember there are two layers of M&E, The Project level, which needs better documentation at the PSC and needs to revise indicators per Table 3. Your point on Program-level M&E is spot on. Despite extensive documentation, training, etc. the National

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
				partners need accompaniment to keep up with the indicators (9 core indicators). See also Annex 20 Progress to Impact. This should be a source of discussion between IAs as all will have to chip in and support the GCU and IUCN with their respective EAs.
4	Email	FAO	The issue with the difficulties of the indicators is basically related to the financial ones and the GHG one. This has already been discussed among partners in order to plan EX-ACT trainings and UNEP will work on the financial side, so hopefully this will be solved soon	No. At the Project layer, there is a lot of simplification and adjustment. Please refer to section Table 3: Recommendations for Improving Project Indicators. The comment refers to the Program Level (See the Program Results Framework in Annex 10.) the EX-ACT system will work for tracking # of ha. And CO2. A process is needed for the social indicators (demographics). Some of Component 4 tools will provide some of this information when they are completed. There is still spotty reporting coming out of the child projects in support of the Core Indicators.
5	Email	FAO	I will join the presentation of the MTR in August, and if by then we have more comments, we'll say them directly during the call,	Comment acknowledged. We hope you liked it.
6	Email (29/7)	IUCN	The report mainly focuses on the indicators and targets to assess progress made by the project. While this is helpful, we would have appreciated a bit more of qualitative analysis of the work done. Apart from a few quotes, information collected during interview (where a lot of the qualitative information is often provided during these review process) doesn't come out very clearly and could bring some additional substance to this review that we think could be valuable.	Comment acknowledged. The Draft 2 text has been reworked to include more of the qualitative information. Thanks for this comment, it was helpful in this draft and also in preparing the webinar.
7	Email (29/7)	IUCN	Section on conclusion, recommendation and lessons learned could be improved with more in-depth reflection about key successes and	Comment Acknowledged. Section has been completely revised and lessons learned included.

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
			challenges faced by the project given its particular arrangement (partnership between 3 agencies, 10 countries) and context (impact of Covid). Some perspective vis-à-vis the results obtained so far and toward the overall objective would also be nice. Any recommendations focusing on strategic aspect of the project would also be welcome. Lessons learned were not found in this report.	
8	Email (29/7)	IUCN	We think that the fact we did everything we did do with a very small amount of funding for the global child compared to the scale of funding the GEF now makes available for IP global child could be better highlighted. The TRI global child should not be held to the same standard as a 10 mil global child. If that cost is not recognized, the overall performance will inevitably suffer. Thus, suggesting even more reporting obligations without also suggesting to proportionally increase the budget seems going in the opposite direction of what's needed. Not taking this funding limitation fully into consideration might also lead to unfair comments or irrelevant recommendations	<p>The only thing the evaluation addresses is the fact that there are no minutes or notes from meetings, which are established as MOV in the Project Results Framework for Outputs 1.1.1; 1.1.2, and 1.1.3 Reporting does not have to be extensive or imply any bureaucratic process but basic record keeping of key decisions from meetings, and establishing a sharepoint for key documents/evidence of actions/decisions taken by the management structure. No one is suggesting more obligations, rather checking to see if you are compliant with the ones your promised. See the Project Results Framework.</p> <p>We do not feel that archiving minutes of key meetings and decisions is out-of-bounds nor does this imply costs. Even much smaller projects do this. You simply need to tighten up your management.</p>
9	Email (29/7)	IUCN	We also think the fact that the joint implementation model required a significant investment of time by all 3 organizations could have been better highlighted as this partly explains why we spent our time collaborating rather than tracking things in a more formal way.	<p>We have edited the text to place greater focus on this issue. This was also addressed in the webinar.</p> <p>The text <u>does not</u> suggest that IAs do everything together. Separate workplanning and reporting is natural and cost effective. What we do not see is proof of collaboration in the workplanning cycle. During the desk survey, there was no documented discussion of annual workplans,</p>

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
				<p>challenges, collaboration within the PSC etc.. Anecdotally, we heard this was happening, the records do not show it. That would be the proof of the "glue" part. I would also refer you to the STAP issues raised. Tracking things is also part of the responsibility of the IA. KIIs questioned why the IAs did not devise a simplified reporting format at inception. This issue is raised as a lesson learned.</p> <p>See also the previous comment #8</p>
10	Email (29/7)	IUCN	There are words missing and several sentences don't always make sense.	Draft was revised and text amended.
11	Email (29/7)	IUCN	Scoring is on some occasion inconsistent	Draft was revised. Several scores were adjusted and text harmonized.
12	Page 4, II. Executive Summary, Overview	IUCN	<p>MTE evolves from the following aspects...</p> <p><i>what does this mean? You mean focuses, addresses?</i></p>	Text amended
13	Page 4, II. Executive Summary, Overview	UNEP	<p>The Project and Design is Relevant to the GEF SFM focal area as well as supporting the agendas of IUCN, FAO, and UNDP FI, the implementing agencies.</p> <p><i>UNEP FI, and please note that UNEP is the implementing agency and UNEP FI the executing agency of comp 3</i></p>	Noted. Text amended. Thank you
14	Page 5, II. Executive Summary, Overview	FAO	<p>Regardless, the attached report indicates numerous opportunities for the Project to improve management at the project Program levels and seek wider support and provide.</p> <p><i>Something missing?</i></p>	Text amended
15	Page 5, II. Executive Summary, Overview	IUCN	This report indicates impressive results in reaching a wide audience and in compiling and promoting learning on FLR.	The executive summary and Section C.2. have been amended to address the point.

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
			<i>This is a laudable achievement of the FLRM but it would be helpful for purposes of this review to focus in more on what was undertaken in the name of TRI and how the TRI country child projects and programme overall benefitted from this, as they certainly did.</i>	
16	Page 5, II. Executive Summary, Overview	IUCN	The cornerstone of the component is an annual in-person exchange, which, due to COVID-19 has been shifted to digital means <i>Two did happen and it would have been good to recognize that the 3 IAs have shared the responsibility for organizing these.</i>	Executive Summary and Section C.2 for Component 2 text amended. Recognition added.
17	Page 5, II. Executive Summary, Overview	IUCN	due to COVID-19 has been shifted to digital means and with the collection of new information from the participating policies. <i>Not sure what you mean here?</i>	Text amended
18	Page 5, II. Executive Summary,	IUCN	The vast digital resources and communities-of-practice have served as springboards for other IAs in the development of financing <i>The IA here stands for?</i>	Implementing Agencies (IAs). Text amended
19	Page 5, II. Executive Summary,	IUCN	FAO's special interest in the thematic aspects of FLR enables them to assign qualified experts to support all of the Child Projects through their digital media. <i>What does this mean? Particularly 'special interest' and 'assign qualified experts...through their digital media'.</i>	This section: I. <i>Overview and key achievements to date</i> in the Executive Summary has been re-edited.
20	Page 5, II. Executive Summary,	IUCN	FAO is also well positioned to support the sustainability of FLR related content and training.	This section: I. <i>Overview and key achievements to date</i> in the Executive Summary has been re-edited.

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
			<i>what does sustainability mean as referred to training and content? you mean scaling up and replicability?</i>	
21	Page 5, II. Executive Summary,	UNEP	<p>Other commodity-based programs have demonstrated the impact of identifying bankable opportunities as a critical driver in upscaling efforts to counter forest loss in High Conservation Value Forests and landscapes. For that reason, evaluators urge the IAs to redefine this output and forego the requirement to book a partnership.</p> <p><i>I fail to understand what this section tries to say. What are the other commodity-based programs? Redefine which output?</i></p> <p><i>This recommendation is in line with our observation and understanding of the situation on the ground, that achieving an actual financial partnership might be out of reach for this project and would benefit from a reformulation that emphasizes more the need to continue building business capacity on the ground.</i></p>	<p>This section: I. <i>Overview and key achievements to date</i> in the Executive Summary has been amended for clarity.</p> <p>Other commodity based programs are, for example, the Good Growth Partnership.</p> <p>IFC IPOD Project in Indonesia.</p> <p>Solidaridad W.A. work on Palm Oil, Cacao and Rubber</p> <p>Numerous GEF Projects on Coffee, Cacao, etc.</p> <p>Finding a bankable situation is the Holy Grail to upscaling</p> <p>As for the indicator, See Table 3. This is a suggestion that may not work for you. We recommend focusing on getting the tools right and reachable for the national audiences. You might try a process indicator, like a survey on a 1-5 scale to test for comprehension. What we are trying to say is: <i>We would not like to see UNEP FI bound by the indicators for 3.2 as they are stated.</i> So yes. We agree with this comment and have adjusted the text accordingly. Good luck.</p>
22	Page 5, II. Executive Summary,	IUCN	<p>The Component 4, Outcome 4.1: Enhanced in-country enabling environment for FLR and increased national and sub-national commitment to FLR.</p> <p><i>Uncompleted sentence?</i></p>	Text amended

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
23	Page 6, II. Executive – Evaluation Ratings Summary	IUCN	Overall evaluation rated as “Satisfactory” and the quality of activities for coordination, communication, and reporting has been “MS” in general. <i>Which stands for...</i>	MS stands for Moderately Satisfactory We have added legends to the tables. Please refer to Annex 1 for the ratings scales.
24	Page 6, II. Executive – Evaluation Ratings Summary, Table 1	IUCN	too dark with the black characters... can not read	Table format Amended.
25	Page 6, II. Executive – Evaluation Ratings Summary, Table 1	IUCN	MS=3 <i>if I am not mistaken a score of 3 correspond to MU and not MS, right? So which one is correct the rating or the scoring?</i>	Our mistake. MS is moderately satisfactory and the score is 4, therefore, the rating given is 4. Tables amended.
26	Page 6, II. Executive – Evaluation Ratings Summary, Table 1	IUCN	L=4 <i>what us L? different from MS? including the scale would be good</i>	As described. See Annex 1 for ratings scales and criteria. A legend has been included with all tables. L= Likely. The scale for Sustainability is different than Efficiency or Effectiveness.
27	Page 6, II. Executive – Table 2 Recommendations Table (A.1)	UNEP	Future network projects are advised to have a dedicated and full time GCU with representation in the child projects <i>This is unclear</i>	Text has been amended for clarity. Future network projects are advised to have minimally a dedicated and full time Coordinator within the GCU. A focal point within the child projects, for example, a M&E person with Coordination with the GCU in their job description is a best practice. This is only possible if the Child Projects receive instructions on common M&E in the design phase. The point is the GCU can not exist with no full-timers to establish the necessary relationships.
28	Page 6, II. Executive – Table 2 Recommendations Table (B)	IUCN	Project Design Architecture <i>this seems to be more focused on the project monitoring and indicators</i>	Table 2. Summary MTE Recommendations was re-edited
29	Page 6, II. Executive – Table 2 Recommendations Table (B.1)	IUCN	Outcome 1.1. Reduce the Outcome language to “ <u>a collaborative and functional adaptive management framework for TRI.</u> ”	Table 2. Summary MTE Recommendations was re-edited

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
			<i>this seems to be more focused on the project monitoring and indicators</i>	
30	Page 7, II. Executive – Table 2 Recommendations Table (B.2)	IUCN	<p>Consider a best-practice from other platform-type projects that track adaptations in a log on a quarterly basis and report of discuss these in the PSC meetings.</p> <p><i>the end of the sentence does not read well.</i></p>	<p>See Table 3 in Project Strategy and Design Section</p> <p>Table 2. Summary MTE Recommendations has been re-edited.</p>
31	Page 7, II. Executive – Table 2 Recommendations Table (B.3)	UNEP	<p>For Component 3 specify in the Outcome 3.1. indicator what variable is being measured, or what kind of engagement is being sought. Relate the indicator to the intended result since the number of stakeholders engaged does not reliably indicate an enhanced capacity for mobilizing sustainable finance for FLR</p> <p><i>Is the indicator here related to TRI global indicator 8 (indicator 3.4 in results framework) ? If so, updated guidance has be prepared and circulated to the countries, I trust that the new guidance appropriately addresses the recommendation, by looking at enterprise capacity development, which closely correlates with the capacity to mobilize finance</i></p>	<p>Table 2. Summary MTE Recommendations has been re-edited. Not all countries are following the new guidance. It is unfortunately still a work-in-progress. We are recognizing it as such. The process is good and should continue. Yes. These are the same capacity issues that were noted during your first cohort.</p>
32	Page 7, II. Executive – Table 2 Recommendations Table (B.5)	UNEP	<p>For Outcome 3.2. Consider adding a financial target based on the per ha. Cost of restoration for the targeted number of ha. The best mid-term indicator might be the amount of financing booked by the partnerships, which goes to the heart of the Outcome</p> <p><i>I am uncomfortable adding such an indicator, since it would give the impression that component 3 is responsible for mobilizing the funds needed to meet the project's contribution in terms # of hectares under restoration, which is not what has been agreed</i></p>	<p>This was just a suggestion. See Table 3. In your management response you can adjust the indicators. You might consider a process indicator on a sliding scale to see the change in capacity. We agree, using partnerships or a monetary value is still off on the horizon for this project.</p>

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
			<p><i>for the global finance component. In addition, the indicator would be inconsistent with another recommendation to forgo the requirement to create partnerships, in light of the recognized difficulty to establish these partnerships within the available timeframe</i></p> <p><i>what does that mean? Mobilized (attributive)? Facilitated (contributive)? Something else</i></p>	
33	Page 7, II. Executive – Table 2 Recommendations Table (B.5)	Sara	Reference B.5 is repeated. Change for B.6 as well as following numbers in the sequence.	
34	Page 8, II. Executive – Table 2 Recommendations Table (C.1)	IUCN	<p>Output 1.2.2: A PAC semester meeting with M&E inputs, albeit virtual, would facilitate decision-making and create an acceptable audit trail to support project governance and facilitate timely and adaptive management</p> <p><i>so what is the recommendation here?</i></p>	Recommendations have been amended. All dicta has been eliminated to the degree possible.
35	Page 8, II. Executive – Table 2 Recommendations Table (C.4)	UNEP	<p>, it would be more productive to continue to develop and successfully deploy the program for entrepreneurs in an increased number of landscapes and countries that could enable further</p> <p><i>Unclear if the evaluators mean more landscapes inside the TRI countries or the inclusion of new landscapes/countries outside of the project's country list</i></p>	<p>See also comment 36. It looks like we are on the same page.</p> <p>It means try and get the program to the largest audience possible and keep refining the tools. If you are successful, then the IAs can deploy this product on a bigger scale. UNEP FI will certainly have their hands full beta testing and addressing the capacity gaps. As mentioned earlier, consider a process indicator to check capacity. Survey with a 1 to 5 scale, etc.</p>
36	Page 8, II. Executive – Table 2	UNEP	Outcome 3.2: Evaluators urge the IAs to redefine Outcome 3.2 indicator and forego the requirement to book a partnership. Instead, it would be more	OK. Agreed. See comment above as well.

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
	Recommendations Table (C.4)		<p>productive to continue to develop and successfully deploy the program for entrepreneurs in an increased number of landscapes and countries that could enable further refinement of the tool. This action would also enable a more realistic ranking of the good work and time invested.</p> <p><i>We welcome this recommendation that echoes our own thinking. The formulation of output 3.2.1 is aligned with an approach based on continuous capacity for entrepreneurs, so the recommendation should be easy to implement</i></p>	
37	Page 8, II. Executive – Table 2 Recommendations Table (D.1)	IUCN	<p>The PSC and GCU can consider switching PACs' meetings to an all-digital format.</p> <p><i>I think this has happened already?</i></p>	Yes it is. It is happening by default, thanks to COVID. Save money and CO2, unless these are tied to the knowledge events, in which case the cost is included in Component 2. The point is there is no excuse not to have the meeting. The interval was way too far apart.
38	Page 8, II. Executive – Table 2 Recommendations Table (D.2)	IUCN	<p>The PAC members, especially external members from FLR allied organizations, can be strategically identified e.g., the Bonn Challenge, Decade, Universities</p> <p><i>these are initiatives not "partners"</i></p> <p><i>Agreed. Also IUCN is the Secretariat for the Bonn Challenge and UNEP and FAO are the co-UN leads on the Decade so would not be external members in any event.</i></p>	No response required. We agree.
38	Page 9, II. Executive – Table 2	IUCN	While evaluators applaud a “least bureaucracy approach,” some formality of archiving the critical	The recommendation section has been amended. Please improve your records of approval of

#	Page No. / comment location	Institution/ Organization	Comment/Feedback on the MTR draft report	MTR team response and actions
	Recommendations Table (D.4)		project-related information is warranted, even if this is simply saving and archiving emails to the file. <i>can you please turn this into a clear recommendation?</i>	workplans, approval of PIRs, etc. and key decision. These can be just bullet points or even keeping a digital version of summary emails where all agree to a specific file. It looks like this has started, so document the actions in the MTR Response Matrix
39	Page 9, II. Executive – Table 2 Recommendations Table (E.1)	IUCN	A revision of the targets is recommended to assure that the data obtained effectively tell the story of the project and the TRI Program. <i>A revision of the targets only? not a revision of the indicators in general?</i>	See the recommendations in Table 3. Some indicators are OK but the targets don't match. Some indicators are not aligned with the MOV. In other cases we recommend changing the indicator. Generally the problem is with the MOVs and targets.
40	Page 3, Program Theory of Change	IUCN	Missing Figure 1?	Figure reformatted
41	Page 13. B.3. Evaluability and Challenges	IUCN	<i>...and some delays</i>	Paragraph amended
42	Page 13, C.1 Project Strategy and Design	IUCN	I found it a bit difficult to follow these recommendations it would be good to have them in a table that compares, by results, current and suggested indicators	In response to this comment, the section C.2 was completely updated. Table 3 was included as requested. The original text has been integrated into Annex 10, which is now expanded and provides an extensive review of the Project's design.
43	Page 13, C.2 Progress towards Results	IUCN	MS again a reminder of what means what would help	A legend was added to the table. Please consult Annex 2 for all rating scales.
44	Page 13, C.2 Progress towards Results, Table 3	IUCN	I am not sure to understand how the completion of the output relates to relevance. The MS rating also seems to contradict your findings "Evaluators found that the suite of outputs for each outcome were internally logical, complete, and absent of extraneous outputs. In addition, the outputs are well aligned to the expertise of the respective IAs and are therefore achievable."	We have amended the table to address the confusion. Outputs are considered within "Effectiveness." The % quoted is factored into that rating. The Relevance score is adjusted to HS. We also increased the score as indicated. The achievement levels are actually part of effectiveness. There are design issues with the outcomes. These do not indicate a problem with relevance. They do create a problem for evaluating Progress towards Results and are treated within that context.
45	Page 14, C.2 Progress towards Results	IUCN	Figure moved	Our original .doc was converted to other formats. This version reestablishes the original formatting,

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46	Page 14, C.2 Progress towards Results, Table 4 MTR target Achievement	UNEP	0% the figure is incorrect, it should be 5-10%, as per December 2021 progress report for finance component. Worth mentioning that because output 3.2.2 is just one activity, the interpretation and hence usefulness of this metric is less clear	This is the risk of having a singular output for a singular activity. We have amended the table to 10%, which continues to be HU.
47	Page 17, C.2 Progress towards Results	IUCN	In this case, Outcome 3.2 was not slated for pre-Figure No. 3. Progress at MTR Sentence incomplete	Text amended. Formatting error
	Page 17 Progress towards results, component 1.	IUCN	Please be more specific. Limited to what? Since we are mentioning shortcomings we should also mention what was done. First, there are communication strategies from 2018 and 2020, see the shared folder Comms and outreach strategy The strategies are similar year over year so the communication teams have been working on similar activities over the years.	"limited" is used in this case as an antonym to "extensive" The text has been amended for specificity. KIIs provided the assessment that the 2018 strategy was not really used. The 2020 strategy was being looked with a renewed energy. The point is the strategies were not strategically timed to provide support to other areas of the project, such as policy development in country X at a critical juncture. This final aspect was also confirmed in interviews as important but not part of the planned communications activities.
48	Page 17, Component 1 Effectiveness	IUCN	<i>"As of the MTE, no effort on developing the strategy was noted"</i> This is incorrect and inconsistent with the information provided, which is included below. A strategy was agreed by the IAs.	Text has been amended to remove the inconsistency. <i>As of the MTE, anecdotal proof of a strategy was communicated to the evaluation team as Indicated by Project officials in response to a questionnaire the following...":</i>
49	Page 17, Component 1 Effectiveness	IUCN	<i>"In the absence of written evidence of a strategy... Was written evidence a requirement?"</i>	Yes. Results framework, Outcome 1.1.5. A Partnership Strategy Document is the Means of Verification , <i>"Partnership strategy document, number and type of external engagements achieved according to strategy."</i> We have reconsidered our position and are assigning an UE or Unable to Evaluate ranking on the output rather than a 0% with the recommendation that the IA's make a formal

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				decision on a strategy. The decision should be documented and included in the Response Matrix for the TE.
50	Page 18, Component 1 Effectiveness	IUCN	Given the response, the recommendations presented below indicate that the output should be discarded from the project design.	Correct. The word "discarded" was changed to "reformulated." It may exist, but if there is nothing on paper, an independent evaluator cannot certify that it is happening without an evidence base. Especially since the reporting is considered an MOV for Output 1.1.5.
51	Page 18. Component 1 Effectiveness, Outcome 1.2	IUCN	<i>By MTE, there were 2 Program Progress Reports and no Project Progress Reports, a 17% completion rate (RED). Were they even planned?</i>	Yes. They both appear in the outputs column of the annual work plans for 2019, 2020, 2021, and 2022. The text was amended to reflect that. Despite this, the GCU did not follow through with these or document the reasons for not doing them.
	Page 19. Component 1 effectiveness, Outcome 1.2	IUCN	If consultant are supportive of this change I think that a recommendation here would be to revise the target for output 1.2.2	Yes. The target needs to be revised. The recommendations Table 3 provides guidance. To summarize. We recommend changing the Program level target from "semi-annual" to "annual" and keeping the Project-level target at "semi-annual" with a streamlined reporting and decision-making procedure.
52	Page 21, Component 1 Effectiveness, Outcome 1.2	IUCN	<i>. Unfortunately, there is no paper trail available of the items discussed and the decisions made.</i> This is the only GEF program to have joint implementation involving 3 agencies. It was an experiment. Despite the absence of a paper trail - was that a requirement of the program/project? - could there be other more effective ways of evaluating the effectiveness of the SC functioning? Some proxies? e.g. the absence of any conflicts that required outside intervention, the completion of the annual reports with shared messaging supported by all 3, etc.?	1. Yes. Program and Project-level Reporting was presented in the results framework as an MOV for output 1.2.2. at both the Program Level and the Project Level. 2. At the Child Project Level, reporting is also included in the M&E system, so there is a redundancy. Tracking and Reporting is part of the fiduciary responsibility for GEF IAs. IUCN is the lead IA for the Child Project and has the GCU internal to their organization. It is incumbent upon them to produce an acceptable level of reporting on the Project's progress, regardless of how many IAs are involved or what the management arrangements are.

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				Yes. A collaborative report can contain collated information by the GCU from each IA This point should have been clarified at the inception workshop. The project document describes in paragraphs 222 and 224 the reporting trail.
54	Page 22, Component 2 Effectiveness, Outcome 2.3	IUCN	Expected what?	A cut off sentence was corrected and now reads, <i>“the Project expected that at least 75% of the key stakeholders would be responding to the Communities’ user surveys and feedback forms report etc.”</i>
55	Page 21, Outcome 3.2	UNEP	<i>UNEP FI overcame a serious delay to achieve a 60% of the outputs and 0% at the outcome level.</i>	We agree that this is in progress. If you read on, we have recommended that this indicator be reconsidered. At the present time, this is not the case and partnerships are the focus of the Outcome 3.2. level indicator. The rest of the section recognizes the importance of the body of work.
56	Page 22. Outcome 3.2.	IUCN	<i>This outcome is so critical to upscaling FLR, evaluators inditate that the project should consider an extension ...(?)</i>	This outcome is so critical to upscaling FLR, evaluators urge the project to consider an extension to adequately develop this concept in additions to supporting the suite of child projects.
57	Page 23 Outcome 4.2.	IUCN	<i>Following publication of 5 STAR Reports, team assembling updated localized data for project sites, although all field-based sampling delayed due to Covid. As a consequence, no sites have facilitated testing of the guidelines. Verb missing?</i>	Text amended to read: <i>Following publication of (5) STAR Reports as a baseline, teams needed to assemble localized data for pilot sites for validation of the guidelines. Due to COVID, field work was not possible, hence, no sites were tested</i>
58	Page 24, C.3.1 , Table 6. IA to child project relationships	UNEP	f alphabetic, move down, if first, move up	Table 6: The row signaling the Global Child Project was moved it up to highlight it as it is the subject of the evaluation and the only multiple IA arrangement.
59	Page 28, C.3.1 ,	IUCN	IUCN created new positions without defining if and how roles in the PSC are changed.	Program Task Manager and Project Coordinator. The description has been updated. In the recommendations we suggest you update the

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			<i>not sure what these new position are. can you specify?</i>	TORs for the positions and have the PSC sign off on these. This can be done via email.
60	Page 28, C.3.1 ,	IUCN	<p>. These are not archived with no trace or audit trail of decisions, diverse points-of-view, ideas, suggestions or feedback. While evaluators applaud a “least bureaucracy approach,” some formality of archiving the critical project-related information is warranted, even if this is simply saving and archiving emails to the file.</p> <p><i>minute are now being taken for each meeting and available on Sharepoint. the same goes for M&E and communication focused meeting</i></p>	Good. This was not the case at the time of the desk survey. In your response matrix simply indicate that IUCN is already taking action. Minutes can be just bullet points. The important thing is to have the members approve the minutes if there are important decisions. Again, this can all be electronic.
61	Page 27, C.3.1 ,	IUCN	<p>It is recommended that TRI look beyond the indicators and think strategically about how to capture the synergies and tell the story of the program.</p> <p><i>any recommendation on best ways to do so?</i></p> <p><i>I agree. Can you please suggest what would be the most effective way to do this</i></p>	Yes. We provided some ideas on page 27. I would recommend a volunteer task force with some child project reps and IAs to exchange ideas. Our suggestions can help start the discussion. Identify how different partners are better off for having participated.
62	Page 29, C.3.1 ,	IUCN	<p>Within that context KIIs indicated that the GCU was not meeting expectations in creating additional opportunities for the Child Projects.</p> <p><i>Did KIIs provide more information about what there expectation are? If so, could you elaborate a bit more</i></p>	Yes. We updated the text to inform on this. The expectation was that the GCU would be advising the child projects on new opportunities or support a more tailored discussion with the child projects. This is tough without a staff but not impossible. The GCU needs to know the needs of all of the child project managers and when opportunities from within or

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			<i>on this and point GCU toward the right direction regarding the creation of these new opportunities</i>	without TRI arise, communicate them. A lot of this can happen at your upcoming meeting and select monthly calls. The key is to build a strong relationships with all of the child project managers.
63	Page 33, C.3.7 Project Monitoring	IUCN	<p>The M&E Plan was practical and well-conceived and is executed by IUCNs Monitoring and Evaluation Division based on the indicators outlined in the Logical Framework.</p> <p>W do not have this, It is executed by project manager with support from MEL staff in Gland HQ</p>	<p>The text was amended. We were referring to the Monitoring and Evaluation framework document. In the text, in section C.3.7. we clarified the difference between M&E at the Project level and M&E at the program-level.</p> <p>Most of our recommendations are at the Project Level.</p>
64	Page 38, C.3.9	IUCN	<p>Oddly, there is no Stakeholder Engagement Plan for the Global Child Project nor is the PIR reporting on Stakeholder engagement in spite of the fact that there are plans to engage a large audience of organizations through multiple fora to upscale FLR.</p> <p><i>PIR does have a section on Stakeholder engagement</i></p>	<p>See amended text on page 38. Yes. There is a section, It appears to be cut and pasted from previous years. Since you have to do a partnership strategy as part of outcome 1.1, roll that task into a strategy document of how to engage with different broad stakeholder groups. Such as potential investors, national governments, INGOs, Academia, etc. This could be done in a simple matrix. See GEF guidance for stakeholder engagement.</p>
65	Page 50, Conclusions... F.	IUCN	<p><i>did not see any lessons learned in section below so it would be great if you could add them</i></p> <p><i>bullet points below rather look like a summary of the key findings than what I would consider as a written conclusion. So, in addition to these bullet point it would be useful to have a paragraph or two that synthesize the consultant overall perception about how the program performed vis-a-vis to its intended objective and given the context it operated in and the different challenges it had to face and overcome. Questions suggested</i></p>	<p>Our mistake. See Section F.3. Lessons Learned.</p> <p>Our impressions on how the project performed are in the Effectiveness Sections C.3.1 to C.3.4. See also Annexes 12-15.</p>

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			<i>in the ToR and inception report should be used to structure these paragraphs</i>	
66	Page 44, Conclusions... F.	UNEP	<p>Although one partnership was cited as under development, evaluators consider that the target 2 partnerships established at national level might be unattainable by the end of the project.</p> <p><i>If it happens, it will be towards the very end of the program, which might justify requesting an extension of the project</i></p>	See Recommendations. We recommend extending the project. See also our revised Conclusions section.
67	Page 50	IUCN	<i>ToR also requested that consultant look in detail how the Covid Pandemic affected the program and it adapted to it. So a conclusive section on this would be useful</i>	See efficiency. We provided execution information and charted it to COVID. See figure 5. Page 17. See also all components pages 17 through 19-23.
68	Page 48, Recommendations F.2	IUCN	<i>I find this section difficult to read .. some of these are findings nd not sure what is the recommendations. Also who is the recommendation addressed to and a priority level would help</i>	We provided a new draft section.
69	page 48, Recommendations F.2	IUCN	<p>To this point, the work plans were not collaborative (not consolidated), no evidence of approval meetings was available to evaluators, and the PSC (anecdotally) decided not to do semester reports, which eliminated a key MOV which was time-bound.</p> <p><i>this is a finding rather than a recommendation</i></p>	Text was amended. Document your key decisions going forward.
70	Page 48, Recommendations F.2	IUCN	<i>. Consider a best-practice from other platform-type projects that track adaptations in a log on a quarterly basis and report of discuss these in the PSC meetings.</i>	Yes. Happy to send some examples separately

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			<i>do you have any example of this you could share?</i>	
71	Page 48, F.2 Recommendations	IUCN	<p>Outcome 4.1 & 4.2. For Outcome 4.1., specify in the indicators and targets the amount or type of frameworks intended. Establish the baseline and data elements required to verify the indicator are either missing or not clearly defined.</p> <p><i>this sentence does not really make sense to me</i></p>	See the new section F.2. See also Table 3. Annex 11 contains the complete analysis of the Project's Results Framework.
72	Page 48, F.2 Recommendations	IUCN	<p>TRI does not have a process to share, collate the ideas, problems solved, or lessons learned. This becomes an additional opportunity to periodically share the lessons learned from oversight missions and stimulate problem solving at the program level.</p> <p><i>what is "this"</i></p> <p><i>Was a formal process for this expected? Definitely ideas are shared, etc. but there is no system for documenting.</i></p> <p><i>And this is not a recommendation but a findings.</i></p>	<p>See amended Recommendations F.2 Page 48.</p> <p>You need to minimally document key decisions and approval of workplans, annual reports, etc. If a key decision is made, put a copy of the email or teams transcript in a file.</p>
73	Page 48, F.2 Recommendations	IUCN	<p>The M&E effort is hampered by several inadequate indicators mentioned in this report. A revision of the targets is recommended to assure that the data obtained effectively tell the story of the project and the TRI Program.</p> <p><i>This is a repetition of the above</i></p>	Text amended.

