



## **Project Implementation Report (PIR)**

**01/07/2022– 30/06/2023**

**GEF ID 9522**

**Global Learning, Finance and Partnerships project under TRI**

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## A. Basic Data

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

Project Description
<p>The Global Learning, Finance and Partnerships project under TRI (the Global Child) is responsible for overall Program coordination to ensure coherence and promote integration of the different national child projects. It will support, strengthen, and add value to the work of the TRI national projects along each of the four Program components defined in the PFD. It will play 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.</p> <p>Services to be provided by the Global Child Project include:</p> <ul style="list-style-type: none"> <li>• <i>Program-level monitoring, evaluation, and adaptive management</i>, 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.</li> <li>• <i>Identification and capture of synergies among national child projects</i>. 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. Work will include development and implementation of a TRI Partnership strategy for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors that helps foster achievement of TRI objectives.</li> <li>• <i>Systematic capture, enhancement, and sharing of FLR knowledge</i>. This will include 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.</li> <li>• <i>Support for the mobilization of FLR finance</i>. National child project teams will 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.</li> <li>• <i>Support for identification and uptake of FLR-supportive policies</i>. 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 will include development of relevant case studies and policy briefs,</li> </ul>

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.

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## B. Overall Ratings

Overall Development Outcomes Rating <sup>1</sup>	Satisfactory
Overall Implementation Rating <sup>2</sup>	Highly Satisfactory
Overall Risk Rating <sup>3</sup>	Low

<sup>1</sup> This section will use the scale used by the GEF and outlined in Annex L of this document: 1) Highly satisfactory, 2) Satisfactory, 3) Moderately Satisfactory, 4) Moderately Unsatisfactory, 5) Unsatisfactory, 6) Highly Unsatisfactory

<sup>2</sup> Idem

<sup>3</sup> This section will use the scale used by the GEF and outlined in the Annex of this document: 1) High Risk, 2) Substantial Risk, 3) Moderate Risk, 4) Low Risk

### C. Outcomes achievements and outputs delivery

**Year 1 (2018)** Global Child work focused on: (i) setting up of systems for coordination, communication, collaboration, knowledge sharing and harmonized M&E framework, (ii) organizing the Program Inception workshop in Kenya in February 2019, (iii) developing guidance documents on M&E and communications and (iv) providing high-value support to national child projects.

**Year 2 (2019)** Global Child work focused on: (i) providing high-value support to national child projects; (ii) presenting the 2<sup>nd</sup> TRI Program workshop in Rome in October 2019; (iii) developing tools and technical supports for TRI teams and wider community of restoration practitioners; and (iv) developing global communications products to raise awareness of TRI and build support and demand at different levels, from national to global, for restoration. In Year 2 the ongoing COVID 19 crisis impacted the organization of several regional and 3<sup>rd</sup> TRI Program workshops. While the Global support project was able to accomplish much of the planned Year 2 work online, the crisis affected national child project work, delaying partner-led activities that may require subsequent adjustment of the project implementation periods.

**Year 3 (2020)** Global Child work focused on: (i) introducing new online learning programme and mentorship to entrepreneurs in the development of viable business plans for restoration; (ii) disseminating key flagship products for estimating impacts of biodiversity in FLR; (iii) communicating experiences of TRI program through 2<sup>nd</sup> annual 2020 *TRI Year in Review*, *TRI 2020 Global Program Report*, and online communications and events including the Bonn Challenge September 2 milestone event, the Decade of the Ecosystem Restoration launch on the World Environment Day on June 5, and the Digital Forum on Ecosystem Restoration of the GLF on April 29; and (iv) providing targeted M&E and Policy support to national child projects. TRI program partners took advantage of global support via high levels of engagement with the online e-training including *The Restoration Factory* training on developing viable FLR business plans, ELTI course partnership with Yale University on FLR, and other webinars. In addition, program partners developed several knowledge products to facilitate policy development and uptake, carried out implementation of on-the-ground FLR work; and strengthening collaborations from national to global on knowledge, learning and partnerships on restoration.

**Year 4 (2021)** Global Child work achievements include: (i) developing and piloting of the Species Threat Abatement and Recovery metric, (ii) The Restoration Initiative country project webinar series in Feb 2022, (iii) The Restoration Initiative Restoration Factory strengthened capacities for mobilizing investment for 13 sustainable businesses through a six-month mentorship programme, (iv) The Restoration Initiative programme featured at IUCN World Conservation Congress and at the World Forestry Congress, (v) profiling TRI as a flagship restoration programme through TRI 2021 Year in Review, 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, (vi) supporting the application of TRI Monitoring, Evaluation and Learning (MEL) guiding framework based on learnings from years 1, 2 and 3, and (vii) carrying out of the mid-term review process with recommendations ready in August 2022.

#### **Year 5 (2022) Global Child work and achievements include:**

- [Mid-term review](#) carried out resulting in a “satisfactory” overall evaluation rating, quality of activities for coordination, communication and reporting scored as “moderately satisfactory” and results of the project are “moderately likely” to be sustained. 15 recommendations were made under the topics of project strategy and design, progress towards results, project implementation and execution modality, risk management, social and environmental safeguards and sustainability. Implementation of agreed recommendations made by the mid-term review process at 100% rate. See [Annex 5](#).
- Profiling TRI as a flagship restoration programme through TRI 2021 and **TRI 2022 Year in Review**.
- Resuming of in-person global workshops after a two-year hiatus with the 3<sup>rd</sup> + 4<sup>th</sup> global workshop held in Nov 2022 in Kenya. The **2022 global workshop** provided a much-needed opportunity to reinvigorate partnerships and identify new opportunities for FLR financing. Knowledge sharing and exchange between countries as this is a key focus for the global workshops. Colleagues from eight different TRI countries convened, strengthening our sense of community, and laying the groundwork for more effective adaptive management and finance strategies in the future.
- **3 new packages of FLR tools** (1 developed, 2 more underway) on climate action and FLR, FGR for FLR, Monitoring and Evaluation, FLR introduction, Sustainable financing, youth and FLR disseminated within country teams within the reporting period, with a total of 11 packages developed to date. See output 2.1.1 for details.
- **1 315 stakeholders benefited from online learning** on communications and advocacy, finance, monitoring, and collecting best practices in the reporting period. The three Communities of Practice (FLR, Finance, TRI) have a wide based of practitioners from around the world (2,814 to date) facilitating peer-to-peer online knowledge sharing and continuous interaction. 100% of the TRI CoP found it useful in a recent satisfaction survey. Over 13,000 people have visited the FLRM Knowledge-Based website since 2019.

- **Two trainings (in person and hybrid) to enhance the capacities of national project teams on using the Ex-Act tool** to track progress of the indicator related to GHG emissions. The hybrid training in French (Cameroon, Central African Republic, Democratic Republic of Congo, Guinea Bissau, Sao Tome and Principe) (29 May-2 June 2023) had 92 participants (21 women, 71 men); they attended the hybrid sessions in their respective meeting rooms in their respective countries with trainers participating online from FAO HQ. For the in-person training organized from 15-19 May in Kenya, 17 participants from 5 countries attended the training.
- **The Restoration Factory** mentoring and incubation program, the Restoration Explorer tool and the Financial Flow Tracking Tool create a solid package to support TRI countries to mobilize funding for forest landscape restoration. Targeted support using these tools expanded in Kenya (second cohort of The Restoration Factory) and Tanzania.- The second iteration of the Restoration Factory was pilot-tested with 47 eco-entrepreneurs in Kenya in 2022, achieving a graduation rate over 80%. Two graduates were accepted into the WRI's Land Accelerator Africa program, validating the effectiveness of the Restoration Factory's approach. The program's success has led to its replication across various geographies and programs beyond the scope of TRI (DRC, Brazil, Vietnam, Thailand)

Following approval by TRI Project Steering Committee in Nov 19<sup>th</sup>, 2022 the TRI global child project will extend operations through June 2024 to enable limited continued support to the TRI program that includes several child projects that have experienced delays due to Covid and other issues, and will also extend their project implementation periods beyond the originally planned closure dates. During the extended global child implementation period, the team will focus on enhancing capacities, visibility, and partnerships for the TRI community.

Component 1: TRI Coordination and Adaptive Management							
Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Progress rating (HS, S, MS, MU, U, HU)
<b>Outcome 1.1:</b> A well-managed, collaborative, functional and sustainable adaptive management framework for the TRI Program.	Percentage of adaptive measures identified implemented.  Management effectiveness score	Program is implemented according to plans and measures envisioned at design stage.  Management effectiveness is unknown.	Percentage of adaptive measures identified implemented.  Management effectiveness score is "satisfactory" or above	100% of the identified adaptive measures have been implemented.  Overall Management effectiveness scoring is "satisfactory" or above	100% - Four entries in the adaptive management pivot log for 2023: i) redistribution of budget for Components 1 and 4 based on the no-cost extension of the project, ii) and iii) resizing and reallocation of the budget for Value for Money studies (output 1.2.1), iv) frequency reports to PAC (from biannual to annual). All changes have been implemented and activities under outcome 4.2 will be designed in Q3 2023.  Survey run through all country teams in Q4 2022. Overall management effectiveness score is "moderately satisfactory"	100% The adaptive management pivot log registered 1 adaptive measure in 2020 regarding output 3.1.1 to replace the Investment Opportunity Rapid Appraisal Tool with a business incubation and mentorship program ("The Restoration Factory"). This has been successfully implemented.  Overall management effectiveness score calculated for 2022 is "moderately satisfactory".	HS
Outputs	Indicators	Baseline	Mid-term targets	EoP Targets	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Implementation status (%)
<b>Output 1.1.1:</b> TRI Coordination Unit (GCU) established, operational and providing overall coordination and support services to facilitate achievement of TRI program outcomes	Number of GCU meetings  Percentage of action point identified during GCU meeting implemented	0  N/A	20 GCU meetings. All GCU members meet at least once every 6 weeks (8 times/year)  100% of identified action points are implemented	40 GCU meetings. All GCU members meet at least once every 6 weeks (8 times/year)  100% of identified action points are implemented	9 GCU meetings in the reporting period with meeting minutes recorded on the TRI Teams page. All action points implemented as shown in the meeting minutes.	TRI GCU established, operational and providing overall coordination and support. Key support includes:  Four TRI Global Program workshops  TRI public web portal regularly updated  2019, 2020, 2021 and 2022 TRI Year in Review published and disseminated  2 TRI Quarterly Newsletters in 2020.  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	80%

<p><b>Output 1.1.2:</b> Program Advisory Committee (PAC) established and guiding overall progress of TRI</p>	<p>Number of PAC meetings</p>	<p>0</p>	<p>2-3 PAC meetings. (1/year)</p>	<p>5 PAC meetings. (1/year)</p>	<p>Third PAC meeting took place on May 25, 2023. A consolidated program report was shared with the PAC two weeks before the meeting.</p>	<p>3 PAC meetings 1st PAC meeting held online on October 1-2, 2020, 2nd PAC meeting held online on Apr 25, 2022 and 3<sup>rd</sup> PAC meeting held on line on May 25, 2023.</p> <p>1st and 2<sup>nd</sup> 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.</p>	<p>60%</p>
<p><b>Output 1.1.3:</b> Project Steering Committee (PSC) established and providing oversight of Global Child project</p>	<p>Number of PIRs and consolidated program report approved by the PSC for GEF submission</p>	<p>0</p>	<p>2-3 PIR approved (1/year)  2-3 consolidated report approved (1/year)</p>	<p>5 PIR approved (1/year)  5 consolidated reports approved (1/year)</p>	<p>2022 PIR submitted to the GEF according to the established timeline.</p> <p>One consolidated program report ready in Q2 2023, in preparation for the PAC meeting.</p>	<p>3 PIR submitted to GEF and approved PSC established and providing oversight, with frequent communication, excellent collaboration among TRI Partner agencies and full participation at major events and support functions</p>	<p>80%</p>

<p><b>Output 1.1.4:</b> Development and implementation of a TRI Global Communications and Outreach strategy</p>	<p>Global Communications and Outreach strategy developed and operational</p>	<p>Global Communications and Outreach strategy under development</p>	<p>1 Global Communications and Outreach strategy developed and being implemented with demonstrated progress against Strategy objectives</p>	<p>1 Global Communications and Outreach strategy developed, implemented with demonstrated achievement of Strategy objectives</p>	<p>TRI public web portal updated in 2022 in line with IUCN's revamped global website.</p> <p><a href="#">2021 and 2022 TRI Year in Review</a> published in November 2022 and May 2023, respectively.</p> <p>Global Communications and Outreach Strategy 2023 – 2024 developed in Q2 2023 and under implementation. Activities aim to raise the visibility of the program including through social media presence, newsletters, videos, new website content and trainings to country teams.</p>	<p>Development &amp; implementation of TRI Global Communications and Outreach strategy in 2020. Key results include:</p> <p>TRI visual identity defined with the support of TRI Agency partners.</p> <p>TRI public web portal regularly updated</p> <p>2019 TRI Year in Review published and disseminated, and 2020 TRI Year in Review developed and to be published prior to IUCN WCC.</p> <p>2 TRI Quarterly Newsletters in 2020, 10 new web stories each year, video, and infographic communicating TRI outcomes and impact from global to national.</p> <p>Presentations on TRI programme in various fora including COFO, GLF, WFC and WCC.</p> <p>FAO's Unasylva Journal special issue on FLR with TRI feature story published in October 2020.</p> <p>TRI event at the World Conservation Congress on September 6, 2021.</p> <p>TRI event at the World Forestry Congress in May 2022.</p>	<p>100%</p>
<p><b>Output 1.1.5:</b> Development and implementation of TRI Partnership strategy for effective external engagement</p>	<p>Partnership strategy developed and operational</p>	<p>Partnership strategy under development</p>	<p>1 Partnership strategy developed and being implemented with demonstrated progress against Strategy objectives</p>	<p>1 Partnership strategy developed, implemented with demonstrated achievement of Strategy objectives</p>	<p><a href="#">Stakeholder Engagement Plan and Partnership Strategy</a> Document formalized in a written document in Q3 2022. Implementation continues as it is reported under this PIR.</p>	<p>Stakeholder Engagement Plan and Partnership Strategy developed in Q3 2022 and implemented</p>	<p>100%</p>



<b>Output 1.1.6:</b> Information system and TRI web portal for dissemination of information about the program functioning and regularly updated.	TRI web portal operational	Nil	1 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.	1 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.	<a href="#">TRI web page</a> was relaunched in Q3 2022 following the revamping of IUCN's website. TRI content enhanced and regularly updated with new materials on TRI global and national efforts and learning, with additional postings on Partner agency sites.	TRI web portal developed and regularly updated, and links and stories on partner agency sites	100%
<b>Outcomes</b>	<b>Indicator(s)</b>	<b>Baseline</b>	<b>Mid-term Target(s)</b>	<b>End of Project Target(s)</b>	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Progress rating (HS, S,MS,MU,U,HU)</b>
<b>Outcome 1.2:</b> Progress of TRI Program is systematically monitored, reported, and assessed	Type of adjustments made based on data collected	No data being collected	Appropriate data is being collected and course adjustments being made if necessary. Mid-term review completed.	Appropriate data is being collected and course adjustments being made if necessary. Final evaluation completed.	Several adjustments were made in the reporting period based on MTR recommendations and are captured in the <a href="#">MTR management response</a> document.	Enhanced and Harmonized TRI Programmatic reporting framework and guidance on 9 Core TRI Indicators building on gaps and challenges identified in 2020 and 2021 reports.  All child project trained on harmonized and enhanced MEL system through 1st Annual TRI Programme Workshop sessions and 2 Global webinars. Additional guidance provided to Child projects on most challenging core indicators in 2021 and 2022 before the PIR reporting cycles.  2020, 2021 and 2022 TRI Child Projects Progress Report developed and disseminated. Key findings shared with PAC member through program reports in 2020, 2022 and 2023.	HS
<b>Outputs</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Mid-term targets</b>	<b>EoP Targets</b>	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Implementation status (%)</b>
<b>Output 1.2.1:</b> TRI Program-level M&E system established and operational with effective linkages to all TRI national projects	Percentage of Child Projects reporting on 9 core program indicators	M&E strategy and guidance note available	70% of all Child projects properly report on 9 core program indicators	100% of all Child project properly report on 9 core program indicators	<b>TBD once we have received all child reports</b>	<b>TBD once we have received all child reports.</b>	80%

<p><b>Output 1.2.2:</b> Timely biannual Project and Program Progress Reports available to PSC and PAC</p>	<p>Number of annual Project and Program Progress reports timely submitted</p>	<p>Nil</p>	<p>24 Project (12/year) and 2 Program (1/year) Progress Reports available to PSC and PAC</p>	<p>58 annual Project and 5 Program (1/year) Progress Reports available to PAC</p>	<p>All PIRs from country and global teams were submitted in 2022. 1 consolidated progress report produced in Q2 2023 and shared with the PAC before its annual meeting.</p>	<p>36 PIRs submitted: , 2020, 2021 and 2022 PIRs developed and submitted to GEF</p> <p>2020, 2021and 2022 TRI Program Progress Report disseminated to TRI partners and PAC members.</p>	<p>80%</p>
<p><b>Output 1.2.3:</b> Midterm Project/Program review and terminal evaluation carried out and reports available</p>	<p>MTR and final evaluation completed</p>	<p>Nil</p>	<p>Midterm Project/Program review carried out and reports available</p>	<p>Terminal Project evaluation carried out and reports available</p>	<p>Mid-term report finalised and management responses issued and implemented</p>	<p>Midterm review of global child project was finalized in August 2022 and management responses were issued in September 2023</p>	<p>100%</p>
<p><b>Output 1.2.4:</b> Tracking of measurable progress on TRI country implementation of FLR commitments</p>	<p>Percentage of TRI countries that have made pledges to the BC that are reporting on the platform</p>	<p>Little to no public reporting of country-wide progress on FLR by TRI countries</p>	<p>50% TRI countries that have made Bonn Challenge pledges report country-wide progress on BC Barometer</p>	<p>80% of TRI countries that have made Bonn Challenge pledges report progress on FLR via Bonn Challenge Barometer</p>	<p>Progress made by Cameroon and Kenya against their Bonn Challenge pledges were captured in IUCN Restoration Barometer 2022 report.</p> <p>Rapid Barometer assessments were developed for DRC, Sao Tome, CAR, and Tanzania.</p> <p>A draft progress report on the Barometer portal has been submitted by Pakistan at the end of 2022.</p>	<p>50% - 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 <a href="#">Second Bonn Challenge progress report published in 2019</a>. Kenya and Cameroon are part of the <a href="#">Restoration Barometer 2022 report</a>.</p>	

## Narrative report – Component 1

### Outcome 1.1.:

TRI GCU underwent several improvements in management following the guide of the mid-term evaluation assessment. Key improvements included:

- Creation of a Teams page dedicated to the TRI global program to facilitate information sharing and coordination of the global child activities.
- Recurrent calls on workstreams for communications, monitoring and adaptive management which improved program coordination.
- Development of an adaptive management pivot log to record changes over time.
- Development of a risk register to be updated annually.
- Management done based on annual workplans and budgets, with bi-annual progress reports.

In addition, the GCU continue its work leading and supporting the production of the following deliverables:

- Production of [2021 and 2022 TRI Year in Review](#)
- May 2023: start of production process of the 2023 first newsletter.
- [TRI public web portal](#) updated and operational.
- TRI online community of practice supported.

Guided discussions during the **PAC meeting on May 25, 2023**, focused on:

1. Best strategies for consolidating and sharing best practices and lessons learned: how to ensure widespread reach.
2. Best strategies to support long-term impact of country projects beyond TRI: building partnerships on finance, implementation, knowledge, and capacity.
3. Programmatic challenges to be tackled for next FLR-programs: difficulty to build capacity, problems of political instabilities, misalignment between the policies promoted by the government and the objectives of TRI

**9 GCU meetings** were registered in the reporting period with meeting minutes recorded on the TRI Teams page. Dates in 2022: July 12<sup>th</sup>, August 30<sup>th</sup>, September 7<sup>th</sup>, September 20<sup>th</sup>, Nov 19<sup>th</sup>. Dates in 2023: Feb 28<sup>th</sup>, April 17<sup>th</sup>, May 22<sup>nd</sup>, July 3<sup>rd</sup>

### Outcome 1.2. :

In 2022, Global Child Component 1 work included providing some backstopping support to TRI national child projects on MEL related issues through bilateral calls and supervision mission. Following the completion of the Midterm review and building on its recommendations, the Global Team went through a thorough revision of its Global project log frame, reviewing several of its targets and indicators. This year's reporting builds on this new log frame. To better understand its management effectiveness, the Global Team sent out a survey to all TRI national child projects in Q4 2022. In total 26 people from 10 countries responded to the survey. Results indicated that following level of satisfaction from national child project on the following topics:

- Knowledge, Partnerships, Monitoring and Assessment: *Moderately satisfactory*.
- Institutions, Finance and Upscaling: *Moderately unsatisfactory*
- FLR implementation: *Moderately satisfactory*
- Policy Development and Integration: *Moderately satisfactory*
- Communication: *Satisfactory*
- Collaboration and synergies: *Moderately satisfactory*
- Adaptive management: *Moderately satisfactory*
- Program level monitoring: *Moderately satisfactory*
- Program Coordination: *Moderately satisfactory*

To respond to some of the gaps identified through the survey on core indicator conducted in 2022, two trainings on the EX-ACT toolkit (in relation to indicator 4) were organized by the Global team in May 2023. One took place in Nairobi Kenya for English TRI project teams and a hybrid training for French TRI project teams where local facilitator guided the participants through the training with online experts from FAOHQ. 92 participants from 5 countries attended the hybrid sessions in their respective meeting rooms and 17 participants from 5 countries attended the in-person training in Kenya.

Component 2. Capture and Dissemination of Best Practices & Institutional Capacity Building							
Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Progress rating (HS, S,MS,MU,U,HU)
<b>Outcome 2.1:</b> Improved actionable knowledge on FLR through enhanced tool packages	Percentage of target with improved knowledge on FLR	0%	60% of the stakeholders who respond to the Communities' user surveys and feedback forms report that they have gained knowledge about FLR	75% of the stakeholders who respond to the Communities' user surveys and feedback forms report that they have gained knowledge about FLR	<p>73,1 % of the stakeholders to the Global KS event in November 2022 rated enhanced implementation of FLR actions through global support.</p> <p>A <a href="#">publication</a> on 'The key role of forest and landscape restoration in climate action' was developed and launched in November 2022 highlighting the links between FLR and climate change mitigation and adaptation and present opportunities to enable greater integration.</p> <p>E-learning course on Forest Genetic Resources for FLR developed in collaboration with Bioversity International and under final edition/design to be launched by October 2023.</p> <p>A FAO Forestry Working Paper on 'Delivering tree genetic resources in forest and landscape restoration - A guide to ensuring local and global impact' is being finalized for launch in October 2023 in collaboration with Bioversity International.</p>	<p>75% of stakeholders to TRI Global KS events and 100% of TRI CoP survey</p> <p>July 2021: Four E-learning courses fully developed on <a href="#">Introduction to FLR</a>, <a href="#">Sustainable finance of FLR</a>, <a href="#">Monitoring FLR</a> and <a href="#">bankable business development</a>.</p> <p>One course remaining (see periodic result)</p> <p>2021: Unasyva 252 developed and translated in FR, ES, Chinese and Korean</p> <p>FAO/WRI <a href="#">joint publication</a> in February 2021 Mapping Together: A Guide to Monitoring Forest and Landscape Restoration Using Collect Earth Mapathons</p>	HS
Outputs	Indicators	Baseline	Mid-term targets	EoP Targets	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Implementation status (%)
<b>Output 2.1.1:</b> Existing tools and knowledge resources are repackaged and enhanced with case	Number of Packages developed to be used in-country	Large number of available contents on FLR implementation	Packages of FLR tools on up to 3 priority topics are	Packages of FLR tools on up to 5 priority topics are	One package developed and two more under development.	7 packages (topics: Climate action and FLR, FGR for FLR, Unasyva, Monitoring and Evaluation, FLR introduction,	100%

<p>studies for use by project stakeholders</p>		<p>and monitoring on the ground, however, this content is not yet suitable for adoption in-country</p>	<p>developed to be used in-country</p>	<p>developed to be used in-country.</p>	<p><u>Publication</u> launched in November 2022 on FLR and climate action.</p> <p>The <u>e-learning course</u> on 'Developing bankable business plans for sustainable forest-based enterprises' was launched in March 2023 to improve participant's understanding of investments and financing to facilitate socioeconomic benefits for stakeholders in forest value chains. The course is available in English and is being translated in French.</p> <p><u>Publication</u> 'Mapping Together: A Guide to Monitoring Forest and Landscape Restoration Using Collect Earth Mapathons' available <u>in French</u> since March 2023.</p> <p>In June 2023, a new cohort of 30 young FLR practitioners from English countries in Africa have been selected to undertake the seven-week <u>online course</u> in collaboration with Yale ELTI.</p> <p>In collaboration with Bioversity International an <u>e-learning course</u> on Forest / Tree Genetic Resources (FGR/TGR) for FLR is being finalized for launch in October 2023.</p> <p>A FAO Forestry <u>Working Paper</u> on 'Delivering tree genetic resources in forest and landscape restoration - A guide to ensuring local and global impact' is being finalized in collaboration with Bioversity International to highlight the challenges and opportunities for scaling up TGR in FLR and includes 13 case studies. The paper will be launched in October 2023.</p>	<p>Sustainable financing, youth and FLR) developed.</p> <p>From October-March 2020 Bioversity has organized <u>6 online knowledge sharing events and webinars</u> through the TRI CoP on genetic diversity for FLR (3 in EN and 3 in FR).</p> <p>2020: <u>Unasyiva 252</u> developed and translated in FR, ES, Chinese and Korean.</p> <p>2021: FAO/WRI joint publication <u>Mapping Together: A Guide to Monitoring Forest and Landscape Restoration Using Collect Earth Mapathons</u></p> <p>July 2021: Four E-learning courses fully developed on <u>Introduction to FLR, Sustainable finance of FLR, Monitoring FLR</u>, and <u>bankable business development</u>. One e-learning course remaining on Forest / Tree Genetic Resources (FGR/TGR) for FLR (see periodic result).</p> <p>In collaboration with ELTI, 25 young practitioners from francophone countries were trained in 2022 on FLR following a seven-week online training. In 2020 30 TRI stakeholders also took part in a similar <u>online course</u> on FLR with ELTI Yale.</p>	
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Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Progress rating (HS, S,MS,MU,U,HU)
<b>Outcome 2.2:</b> Improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face meetings or virtual meetings	Number of NCPs stakeholders benefiting from face-to-face or virtual learning linked to TRI	No face-to-face or virtual learning opportunities linked to TRI	Over 500 NCPs stakeholders benefit from face-to-face or virtual learning linked to TRI	Over 1000 NCPs stakeholders benefit from face-to-face or virtual learning linked to TRI	<p>1 315 stakeholders benefited from online learning.</p> <p>On 18 July 2022, a communication and advocacy <a href="#">training session</a> was organized online for English TRI project teams (30 pax) in collaboration with UNEP and IUCN. In total seven country teams attended the training to strengthen communication and advocacy skills.</p> <p>From November 2022 to March 2023, an <a href="#">online learning challenge</a> (1 135 pax) on private finance was organized in collaboration with Landscape Finance Lab.</p> <p>On 9 March 2023 a TRI webinar was organized to present the FERM registry and guide the project teams (30 pax) on collecting and disseminating good FLR practices.</p> <p>On 22 June 2023 an online open Learning Session (120 pax) on collecting and disseminating good practices on Ecosystem Restoration was organized by the Task Force on Best Practices under the UN Decade on Ecosystem Restoration.</p> <p>In March and June 2023 online webinars were organized to guide TRI project teams on collecting and disseminating good FLR practices from their TRI projects – 30 pax</p>	<p>2 272 NCP stakeholders benefited from face-to-face and online learning linked to TRI.</p> <p>More than 50 people gained valuable knowledge on PES and FLR with their participation to the first TRI regional workshop organized by FAO and the IUCN team in Beijing from 9th to 13th September 2019 (China, Pakistan, and Myanmar)</p> <p>One global capacity development workshop organized by FAO in Rome in 2019 – 70 pax</p> <p>No workshop was held face to face after COVID 19 but several of them were replaced with online workshops:</p> <ul style="list-style-type: none"> <li>• Turning forest and landscape restoration into sustainable business 18 February 2021 - 295 pax - (with WWF Finance lab)</li> <li>• WePlan – Forests: A decision support platform for the spatial optimization planning of forest ecosystem restoration 23 March 2021 – 51 people (with WePlan) held in English and in French</li> <li>• The Restoration Factory: a business accelerator to achieve the UN Decade on Ecosystem Restoration goals, 29 April 2021 - 167 pax.</li> <li>• Forest and landscape restoration as an economic enterprise and driver of job creation 29 April 2021 – 250 pax</li> </ul>	HS

						<ul style="list-style-type: none"> <li>Participants from Kenya, DRC, STP and Pakistan (15 people) attended WFC 2022 in May and participated in several thematic sessions/side events.</li> </ul>	
Outputs	Indicators	Baseline	Mid-term targets	EoP Targets	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Implementation status (%)
<b>Output 2.2.1:</b> 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	Global TRI KS event organized in Nairobi Kenya from 14-18 November 2022.	4 TRI Global Knowledge Sharing meetings organized and attended by all national child project teams: Nairobi 2019, Rome 2019, online 2022, Nairobi 2022.  Currently planning for final TRI KS event in Q4 2023	100%
<b>Output 2.2.2:</b> 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	Number of regional workshops/trainings on priority FLR topics at global and regional levels organized	Nil	1 regional workshop/training 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 organize.	One regional English workshop on Ex-ACT  From 15-19 May a global training on the EX-ACT toolkit was organized in Nairobi Kenya for English TRI project teams (Kenya and Tanzania NCPs).	<i>Three regional face-to-face workshops organized</i>  One regional training on PES and FLR organized in China in 2019 for Pakistan, Myanmar and China NCPs  One global capacity development workshop organized in Rome in 2019.  No workshop was held face to face after COVID 19 but several of them were replaced with online workshops:  Turning forest and landscape restoration into sustainable business 18 February 2021 - 295 pax - (with WWF Finance lab)  WePlan – Forests: A decision support platform for the spatial optimization planning of forest ecosystem restoration 23 March 2021 – 51 people (with WePlan) held in English and in French  The Restoration Factory: a business accelerator to achieve the UN Decade on Ecosystem	100%

						<p>Restoration goals, 29 April 2021 - 167 pax.</p> <p>Forest and landscape restoration as an economic enterprise and driver of job creation 29 April 2021 – 250 pax</p> <p>In May 2022, participants from Kenya, DRC, STP and Pakistan attended WFC and participated in several thematic sessions/side events at the WFC.</p> <p>From 15-19 May a face-to-face training on Ex-Act toolkit was organized in Nairobi Kenya for English TRI countries.</p>	
<b>Output 2.2.3:</b> 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	5 national trainings supported on Ex-Act  From 29 May to 2 June 2023, project teams from Cameroon, Central African Republic, Democratic Republic of the Congo, Guinea Bissau and Sao Tome and Principe a hybrid training on Ex-Act toolkit organized in French. In each country a local facilitator guided the participants through the training with online experts from FAO HQ.	11 national trainings  National trainings for both FAO and UNEP were organized in January-February 2020 with the support of the GCP on Collect Earth and mapathon.  Trainings on CE/SEPAL supported for CAR NCP.  Child project in Kenya also organized a capacity building workshop on FLR in general for project stakeholders.	100%
<b>Output 2.2.4:</b> 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	One S-S exchange event successful and well documented.  From 17-25 October 2022, the project team from Sao Tome and Principe undertook a learning visit to Guinea Bissau to learn and exchange experience on mangrove restoration.	Two exchanges took place.  Due to COVID19, replaced by online exchange of information.  DRC undertook exchange visit with Katanga/Lubumbashi from 2-7 April 2021 in DRC to learn more from Independent Observatory.	10%



Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Progress rating (HS, S,MS,MU,U,S)	Progress rating (HS, S,MS,MU,U,HU)
<b>Outcome 2.3:</b> Improved dissemination of knowledge on FLR to project stakeholders and beyond through online learning journeys	Number of people benefiting from knowledge shared online	No online community specific to FLR currently exists	3,900 people benefiting from knowledge shared online	8,000 people benefiting from knowledge shared online	384 new members to 3 FLR CoPs (FLR, Finance, TRI)  Over 13 000 people visiting the FLRM KB website since 2019.	15 814 people benefiting from knowledge shared online.  13 915 people visiting FLRM knowledge Base.  3 FLR CoPs established in 2020/2021 and with combined total of 2 814 people registered.	HS
Outputs	Indicators	Baseline	Mid-term targets	EoP Targets	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Implementation status (%)
<b>Output 2.3.1:</b> 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 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	2,000 people are part of the FLR CoPs	384 new people part of the CoPs  FLR CoP: 97 new members Finance CoP: 262 new members TRI CoP 25 new members	2 814 people are part of the FLR CoPs  3 FLR CoPs established in 2020/2021 and with combined total of 2 814 people registered.  Forest and Landscape Restoration 1 501 members from 104 different countries  Local finance for forest and landscape restoration 1115 members from 106 different countries  The Restoration Initiative Online Community 198 members from 18 different countries  Webinars organized regularly to enhance knowledge exchange and capacity building.	100%

	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	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 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	In December 2022 a survey was held for TRI CoP, and all (100%) found the CoP useful.	Same as periodic result	50%
<b>Output 2.3.2:</b> The online Knowledge Base is improved to make knowledge more easily and widely accessible	Number of people accessing the Knowledge Base.	600 people have been visiting the current Knowledge Base (currently focusing on FLR monitoring) since April 2017	3,000 people have accessed the Knowledge Base	6,000 people have accessed the Knowledge Base	Over 13 000 people visited the KB since beginning.	Since 2019 13,905 page visits were recorded to the KB.	100%
	At least 70% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities.	No user survey conducted yet	55% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities	70% of the respondents to the Knowledge Base user survey report that they have found the Base useful for their activities.	Over 80% of respondents to the online survey held in December 2022 found the KB useful for their activities.	Same as periodic result	100%
<b>Outcomes</b>	<b>Indicator(s)</b>	<b>Baseline</b>	<b>Mid-term Target(s)</b>	<b>End of Project Target(s)</b>	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Progress rating (HS, S,MS,MU,U,HU)</b>
<b>Outcome 2.4</b> Enhanced collection and dissemination of knowledge gained from TRI experiences by national project teams and stakeholders	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	10 stakeholders (NCPs) supported to collect and disseminate new knowledge gained from TRI countries.  All child projects were guided to capture and share progress and lessons learned through posters and presentations during the fourth Global KS event in Kenya in November 2022.	46 stakeholders supported to collect and disseminate new knowledge gained from TRI experiences.  Child projects teams (11 stakeholders) shared their experience on planning and implementation of ROAM through online webinar organized in March 2020 (English and French).	S

						<p>Child projects (11 stakeholders) have shared their experience and progress made during a side event at WCC (Sep 2021).</p> <p>Child projects (11 stakeholders) presented experience/challenges during TRI online KS event (Feb 2022).</p> <p>Child projects from DRC, Kenya and Pakistan (3 stakeholders) presented their experience and progress made on developing FLR strategies at local and national level during a side event at WFC in May 2022.</p> <p>All child projects (10 NCPS) were guided to capture and share progress and lessons learned through posters and presentations during the fourth Global KS event in Kenya in November 2022.</p> <p>Through the TRI Dgroup, all online knowledge events are recorded and available to all.</p>	
<b>Outputs</b>	Indicators	Baseline	Mid-term targets	EoP Targets	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Implementation status (%)</b>

<p><b>Output 2.4.1:</b> National Child project teams are guided in the recording of in-country experiences and lessons-learnt</p>	<p>Number of lessons learnt documents and/or presentations prepared through the GCP support</p>	<p>Nil</p>	<p>5 documents/ presentations on lessons learnt are produced by the NCPs with the support of the GCP</p>	<p>11 documents/ presentations on lessons learnt are produced by the NCPs with the support of the GCP</p>	<p>10 posters/presentations on lessons learned produced by the NCPs with support of the GCP.</p> <p>All child projects were guided to capture and share progress and lessons learned through posters and presentations during the fourth Global KS event in Kenya in November 2022.</p>	<p>Child projects from Myanmar and Pakistan shared their experience on ROAM planning and implementation during English webinar in March 2020.</p> <p>Guinea-Bissau and DRC shared their ROAM experience as well during French online event in March 2020.</p> <p>Ten child projects (10) prepared and shared lessons learned and experience through online presentation at 2022 online KS event.</p> <p>All child projects were guided to capture and share progress and lessons learned through posters and presentations during the fourth Global KS event in Kenya in November 2022</p>	<p>75%</p>
<p><b>Output 2.4.2:</b> National child project teams are guided in dissemination of national results and global products</p>	<p>Number of people having access to new information through dissemination channels used by the NCPs (website, radio, social media, etc.)</p>	<p>Nil</p>	<p>5,000 people have access to new information in the NCPs through improved dissemination methodologies</p>	<p>10,000 people have access to new information in the NCPs through improved dissemination methodologies</p>	<p>All TRI child projects received training on communication and advocacy through webinar and in-person training.</p>	<p>Several NCP have had articles published on their project implementation:</p> <p>Mount Kulal forest and landscape restoration campaign and launch of tree planting</p> <p>A mapathon to strengthen capacity for monitoring land use, land use changes and forestry in DRC</p> <p>Implementing forest and landscape restoration in Sao Tome and Principe</p> <p>FAO's support to the ILMAMUSI Community Forest Association in Kenya</p>	
<p><b>Outcomes</b></p>	<p><b>Indicator(s)</b></p>	<p><b>Baseline</b></p>	<p><b>Mid-term Target(s)</b></p>	<p><b>End of Project Target(s)</b></p>	<p><b>Periodic Result (01/07/2022-30/06/2023)</b></p>	<p><b>Result to Date (from project start)</b></p>	<p><b>Progress rating (HS, S,MS,MU,U,HU)</b></p>

<b>Outcome 2.5:</b> Strengthened global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities	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)	10 posters developed for sharing through global TRI event.  Training was provided to NCPs to collect and disseminate good practices using FERM registry under UN Decade.	30 posters developed for the Global TRI KS events.	MS
<b>Outputs</b>	Indicators	Baseline	Mid-term targets	EoP Targets	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Implementation status (%)</b>
<b>Output 2.5.1:</b> 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)	Training was provided to NCPs to collect and disseminate good practices using FERM registry under UN Decade.	[Same as Periodic Result]	50%

### Narrative report – Component 2

In 2022-2023, FAO has worked on several publications and tools to enhance the capacity of national project teams and share lessons learned and experiences.

To improve capacity of local stakeholders to develop restorative businesses, an e-learning course was developed and launched during the reporting period. In total 589 people (33% women) have accessed the course (online and offline).

In collaboration with Landscape Finance Lab, an [online learning challenge](#) was organized to learn more about role of private sector, building of bankable business plans, stakeholder mapping and a virtual investor marketplace. In total 346 people attended the four live sessions during the challenge.

FAO organized two trainings (in person and hybrid) to enhance the capacities of national project teams on using the Ex-Act tool to track progress of the indicator related to GHG emissions. For the hybrid training for five French (Cameroon, Central African Republic, Democratic Republic of Congo, Guinea Bissau, Sao Tome and Principe) TRI countries (29 May-2 June 2023) 92 participants (21 women, 71 men) attended the hybrid sessions in their respective meeting rooms at country level with trainers participating online. For the in-person training organized from 15-19 May in Kenya, 17 participants from 5 countries attended the training,

During the fourth Global Knowledge Sharing Event, FAO facilitated the knowledge sharing between the national project teams during a poster session. A training session was also organized on the tool developed to collect and disseminate good restoration practices as part of the UN Decade on Ecosystem Restoration.

On 9<sup>th</sup> of March, all NCPs were invited to participate to the online webinar and live demonstration to register the good FLR projects under the Un Decade on Ecosystem Restoration umbrella. A total of 30 participants (10 woman, 20 men) attended the webinar while 46 participants had registered to attend.

At the end of 2022, FAO also launched two surveys to get feedback on the usefulness and efficiency of both the FLRM Knowledge Base and the TRI CoP. Over 80% of the 92 participants found the Knowledge Base useful and made suggestions to improve usage. Only 5 participants from TRI CoP responded to the survey on CoP, but they all stated to be happy with the content shared. All participants were interested to get more opportunities to learn from practical examples and projects in the form of webinars or booklets.

### Component 3. Mobilizing Domestic and External Funding for Large-Scale Restoration

Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Progress rating (HS, S,MS,MU,U,HU)
<b>Outcome 3.1:</b> 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 with increased capacity to promote FLR businesses opportunities and stimulate finance mobilization towards FLR	Nil	TRI business development and finance capacity and training tools taken up by at least 1 TRI partner.	TRI business development and finance capacity and training tools taken up by at least 5 TRI partners.	<ul style="list-style-type: none"> <li>- The pilot of the Restoration Factory in Kenya and the deployment of the Restoration Explorer tool in 2022 have enhanced understanding of financial opportunities and potential barriers for FLR.</li> <li>- Comprehensive training sessions on financial flow mapping methodology and core business knowledge have been conducted.</li> <li>- These initiatives have strengthened capacity for mobilizing sustainable finance for forest landscape restoration across TRI countries.</li> </ul>	<p>TRI business development and finance capacity and training tools taken up by 4 partners - Sao Tome and Principe (STP), China, and Kenya are evaluating sustainable finance needs for Forest Landscape Restoration (FLR).</p> <ul style="list-style-type: none"> <li>- The pilot of the Restoration Factory in Kenya has deepened our understanding of financial opportunities and barriers.</li> <li>- Training sessions on financial flow mapping and business knowledge have been carried out.</li> <li>- These initiatives have strengthened capacity to mobilize sustainable finance for FLR in the TRI country network.</li> </ul>	S
<b>Outputs</b>	Indicators	Baseline	Mid-term targets	EoP Targets	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Implementation status (%)</b>
<b>Output 3.1.1:</b> Key constraints and enablers for FLR investment in TRI countries are identified	Number of TRI countries participating in The Restoration Factory	Nil	The Restoration Factory program developed.	The Restoration Factory is deployed at least once in all active TRI countries	<ul style="list-style-type: none"> <li>- The second iteration of the Restoration Factory was pilot-tested with 47 eco-entrepreneurs in Kenya in 2022.</li> <li>- Achieved a graduation rate over 80%.</li> <li>- Two graduates were accepted into the WRI's Land Accelerator Africa program, validating the effectiveness of the Restoration Factory's approach.</li> <li>- The program's success has led to its replication across various geographies and programs beyond the scope of TRI (DRC, Brazil, Vietnam, Thailand)</li> </ul>	<ul style="list-style-type: none"> <li>- The first Restoration Factory incubation program achieved a commercial close in Sao Tome and Principe, leading to a differentiated TA approach across TRI countries.</li> <li>- A scoping tool, the Restoration Explorer, was developed to guide business development practices, especially in lower capacity situations. Its final version is set for deployment in the latter half of 2022.</li> </ul>	80%

<b>Output 3.1.2:</b> Development and delivery of a capacity building program on FLR finance for TRI countries	A training program on FLR finance available	Nil	Training program on FLR finance developed	Training carried out for all active TRI countries,	<ul style="list-style-type: none"> <li>- The Restoration Explorer tool has been successfully completed, ready for implementation as part of the UN Decade on Ecosystem Restoration MPTF work program.</li> <li>- The tool assists restoration practitioners in selecting the optimal business model to fulfill their environmental, social, and economic objectives.</li> <li>- In conjunction with the Explorer tool, a one-day training program on essential business knowledge has been developed. This is designed to supplement the use of the tool.</li> <li>- Specific resources on FLR finance have been included in the Restoration Explorer curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>- A training on finance was delivered to TRI country teams during the second global TRI event in Rome.</li> <li>- A training program on Forest Landscape Restoration (FLR) and nature-based solutions, targeting the finance sector, has been delivered to members of the UNEP FI network.</li> </ul>	100%
	Number of stakeholders trained on FLR finance in TRI countries			30 Stakeholders trained		47 representatives of different finance sector organizations attended the training on FLR and nature-based solutions	
<b>Output 3.1.3:</b> Development and use of a resource for tracking public and private flows of funding for restoration in TRI countries	Number of Child Projects that receive training on how to track financial flow into FLR activities	No specific mechanism for tracking FLR finance in TRI countries currently in operation	Methodology developed	9 Child Project are trained and provided with techniques to track financial flow into FLR activities	<ul style="list-style-type: none"> <li>9 child country projects received training:</li> <li>- A comprehensive training session on financial flow tracking methodology was conducted during the TRI annual conference in Nairobi in November 2022.</li> <li>- Participants were introduced to potential use cases and benefits of the methodology.</li> <li>- This facilitated a robust understanding of the methodology's scope and utility among the attendees.</li> </ul>	<ul style="list-style-type: none"> <li>- Established a partnership with the EU REDD Facility to create an FLR-focused version of their financial flow tracking tool and initiated research on capturing FLR private finance flows.</li> <li>- Finalized the mapping methodology.</li> </ul>	80%
<b>Outcomes</b>	<b>Indicator(s)</b>	<b>Baseline</b>	<b>Mid-term Target(s)</b>	<b>End of Project Target(s)</b>	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Progress rating (HS, S,MS,MU,U,HU)</b>
<b>Outcome 3.2:</b> Enhanced opportunities, means and partnerships for financing FLR in TRI countries	Number of opportunities and partnerships identified	Nil	1 partnership established	2 partnerships established at national level	<ul style="list-style-type: none"> <li>- Delivered targeted technical backstopping to the Tanzania child project, preparing for the Restoration Factory program's implementation in Tanzania.</li> <li>- Assisted in the integration of financial elements in Tanzania's ROAM preparation and deployment.</li> <li>- Successfully hosted the in-person TRI annual conference in Kenya in 2022, after two years of postponements due to the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>- The Restoration Factory incubation program identified and supported one venture in Sao Tome and Principe (STP).</li> <li>- Two partnerships established with Green incubators in Kenya</li> <li>- [Same as Periodic Result]</li> </ul>	S

					<ul style="list-style-type: none"> <li>- The conference attracted international attendance, fostering a sense of community and opening opportunities for collaboration.</li> <li>- The conference also facilitated the planning of future adaptive management and finance strategies.</li> </ul>		
Outputs	Indicators	Baseline	Mid-term targets	EoP Targets	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Implementation status (%)
<b>Output 3.2.1:</b> 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	<ul style="list-style-type: none"> <li>- Delivered targeted support to the Tanzania child project, primarily in the form of technical backstopping.</li> <li>- Assisted in integrating financial elements during the country's ROAM (Restoration Opportunities Assessment Methodology) preparation and deployment.</li> <li>- Prepared for the implementation of the Restoration Factory program in Tanzania.</li> <li>- Used the 2022 TRI global event to provide specific training and bespoke advice to TRI child projects. Direct supported was provided to Kenya, Tanzania, STP, Pakistan and Cameroon</li> </ul>	<ul style="list-style-type: none"> <li>- Bespoke TA provided support to 5 Child projects: China, STP, Pakistan, Cameroon and Kenya to help develop business solutions and engage with the finance sector (STP, since 2020).</li> <li>- An additional engagement strategy was developed, targeting responsible market intermediaries like fairtrade and premium sustainable brands committed to sustainable sourcing. The goal was to mobilize them to stimulate market opportunities for TRI ventures.</li> <li>- Targeted support was delivered to the Tanzania child project</li> </ul>	60%
<b>Output 3.2.2:</b> Development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration opportunities	Number of investment workshops	Nil	None	1 investment workshop	<ul style="list-style-type: none"> <li>- Successfully hosted the in-person annual conference of TRI in Kenya in 2022, following two years of pandemic-induced postponements.</li> <li>- The conference attracted more than 50 colleagues from eight different countries, fostering a sense of community.</li> <li>- Provided an opportunity to identify areas of collaboration.</li> <li>- The workshop served as a platform for planning future adaptive management and finance strategies.</li> </ul>	[Same as Periodic Result]	100%
	Number of stakeholders participating in FLR finance and matchmaking country workshops			60 participants of which 50% women			

#### Narrative report – Component 3

The past year brought significant advancements in our efforts to enhance sustainable finance for Forest Landscape Restoration (FLR) across the TRI countries. We reached a milestone with the successful pilot testing of the second iteration of the Restoration Factory in Kenya. The program garnered an impressive graduation rate above 80%, with two graduates even securing competitive spots in WRI's Land Accelerator



Africa. These successes gave us confidence to extend the incubation program across various other geographies, with new programs planned in Brazil, Democratic Republic of Congo, Vietnam and Thailand, amplifying the reach and impact of our restoration entrepreneurship efforts.

Alongside this, the completion of the Restoration Explorer tool marked another significant achievement. This new tool was launched in November 2022 during the TRI global event and is designed to guide restoration practitioners in the selection of business models, serves to align their objectives with environmental, social, and economic goals. To increase its impact, we've prepared a one-day training program on core business knowledge, providing an essential companion resource to the Explorer tool. The tool will be made available to TRI child projects and deployed based on demand from them.

Our mission to improve in-country knowledge was further advanced through comprehensive training sessions on business models and market viability for restoration interventions as well as financial flow mapping and tracking. We conducted these on our mapping methodology during the TRI annual conference in Nairobi, Nov 2022.

Concurrently, we provided targeted support to the Tanzania child project. This support focused on integrating financial elements during the country's ROAM preparation and deployment, further fostering the country's restoration strategy and setting the stage for the introduction of the Restoration Factory program.

Lastly, the in-person annual TRI conference held in Kenya after a two-year hiatus provided a much-needed opportunity to reinvigorate partnerships and identify new opportunities for FLR financing. Colleagues from eight different TRI countries convened, strengthening our sense of community, and laying the groundwork for more effective adaptive management and finance strategies in the future.

All these activities align seamlessly with our commitment to fostering a robust, well-resourced, and sustainable FLR landscape across TRI countries, propelling us forward in our overarching mission.

Component 4. Policy Development and Integration and FLR Monitoring Support							
Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Progress rating (HS, S,MS,MU,U,HU)
<b>Outcome 4.1:</b> Enhanced in-country enabling environment for FLR, and increased national and sub-national commitment to FLR	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 carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.	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 forest and other land uses, and reduced emissions from LULUCF and agriculture.	Support was provided responding to country requests.	<p>2019: Global support for child project policy influencing including template and guidance for developing tailored "Policy Influencing Plans (PIPs)," as well as direct support to TRI national child project teams.</p> <p>2020: TRI Pakistan engaged with 2020 Bonn Challenge milestone event and expanded its pledge to 1 million hectares</p> <p>2020: Policy Influencing Plans of TRI National Child Projects developed with support of Global Child Project, namely for São Tomé and Príncipe, both Kenya projects and Cameroon.</p> <p>2020: A recorded learning session on policy was prepared under the ELTI training for all TRI countries.</p> <p>2020: Two publications were developed to guide and support policy</p>	HS

	Number of new/additional FLR commitments by TRI countries			At least 2 new/additional country commitments to FLR by TRI countries.	2 new country commitment to FLR through new policies: Kenya: The Forest and Landscape Restoration Action Plan 2022-2027 (FOLAREP) was adopted to restore 2.55 million hectares of degraded landscapes through integrated forest and landscape restoration approaches for improved ecological functionality and social-economic benefits by 2027.  STP: National FLR Plan and four Landscape FLR Plans produced as a joint effort of DFB and TRI-STP.	development and integration for FLR under TRI. The <a href="#">first publication</a> - <i>Inter-institutional coordination mechanisms for forest landscape restoration</i> . The <a href="#">second publication</a> - <i>Policies that support forest landscape restoration</i> .  2022: A training on governance and policy impact assessments was delivered in May to all TRI countries, based on the Natural Resources Governance Framework.	
Outputs	Indicators	Baseline	Mid-term targets	EoP Targets	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Implementation status (%)
<b>Output 4.1.1:</b> Development and dissemination of relevant case studies and policy briefs on FLR	Number of FLR case studies and policy briefs developed and disseminated	None	7 case studies and policy briefs developed and disseminated	11 case studies and policy briefs developed and disseminated	Nothing to report in the period.	2 case studies on inter-institutional coordination mechanisms in TRI countries and 5 case studies on FLR policies (1 from Kenya, a TRI country). We should expect to have an additional 3-4 case studies by the end of the project.	60%
<b>Output 4.1.2:</b> Development and implementation of an outreach and awareness-raising campaign on FLR	FLR campaign implementation	None	FLR campaign guidance available	100% of FLR campaigns for which NCP requested assistance are supported	Communications and advocacy training for TRI countries done in July 2022 and November 2022.	Nothing to report in previous reporting periods	75%
Outcomes	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Periodic Result (01/07/2022-30/06/2023)	Result to Date (from project start)	Progress rating (HS, S,MS,MU,U,HU)

<b>Outcome 4.2:</b> Strengthened capacity to assess and monitor biodiversity impacts from restoration	Number of child project with increased knowledge and capacity to plan for and manage biodiversity impacts from FLR	Insufficient knowledge, 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	At least 3 Child Projects with increased knowledge and capacity to plan for and manage biodiversity impacts from FLR	At least 6 Child Projects with increased knowledge and capacity to plan for and manage biodiversity impacts from FLR	Underlying data and analysis for follow-on High-Resolution STAR Assessments of 5 TRI project landscapes completed in 2022 (Kenya (2), Cameroon, CAR and Myanmar).  STAR Assessment reports finalized for TRI Kenya Tana River project site, TRI Kenya ASAL project sites, and TRI Cameroon projects sites and shared with partners including through participatory online workshops in 2021 and 2022.  STAR Assessment reports finalized for TRI Kenya Tana River project site, TRI Kenya ASAL project sites, and TRI Cameroon projects sites and shared with partners including through annual learning workshop workshop in 2022 (9 countries attending the global workshop with increased knowledge and capacity).  <a href="#">“Species Threat Abatement and Recovery in Cameroon and Kenya: Findings from a STAR assessment to support biodiversity conservation using high-resolution data” Report published</a> in March 2023. A brief with CAR results to be published in the second half of 2023.	STAR Assessment reports finalized for 3 child projects: TRI Kenya Tana River project site, TRI Kenya ASAL project sites, and TRI Cameroon projects sites and shared with partners in these countries including through participatory online workshops in 2021 and 2022.	S
<b>Outputs</b>	Indicators	Baseline	Mid-term targets	EoP Targets	<b>Periodic Result (01/07/2022-30/06/2023)</b>	<b>Result to Date (from project start)</b>	<b>Implementation status (%)</b>
<b>Output 4.2.1:</b> 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	Complete	STAR methodology – a collaboration involving approx. 55 organisations – was <a href="#">published in April 2021</a> in the journal <i>Nature Ecology &amp; Evolution</i> and promoted by IUCN press release.	100%
<b>Output 4.2.2:</b> Piloting and refinement of the	Number of sites testing draft Guidelines	Nil	Field testing of Guidelines in	At least 4 reports capturing results and lessons learned	Kenya (2) and Cameroon high-resolution <a href="#">reports were published in March 2023</a> .	5 Ex-Ante STAR desk assessments produced identifying threatened species, threats, and priority areas for	75%

<p>framework for monitoring impacts to biodiversity from FLR</p>			<p>(minimum of 4) TRI countries.</p>	<p>from piloting Guidelines in different pilot TRI countries.</p>	<p>CAR high-resolution brief to be published in the second half of 2023.</p>	<p>conservation measures in 5 partnering TRI project landscapes: Kenya (both projects); Myanmar; CAR; Cameroon.</p> <p>5 Preliminary Ex-Ante STAR Assessments produced for TRI pilot countries (CAR; Cameroon; Kenya (both projects); Myanmar.</p> <p>Underlying data and analysis for follow-on High-Resolution STAR Assessments of 5 TRI project landscapes complete (unpublished). STAR Assessment reports finalized for TRI Kenya Tana River project site, TRI Kenya ASAL project sites, and TRI Cameroon projects sites and shared with partners including through participatory online workshop. Assessments are playing a key role in ongoing work to develop STAR, as well as in helping TRI project partners to better understand, communicate and plan for biodiversity conservation actions at project sites.</p> <p>3 completed follow-on High-Resolution STAR Assessments for TRI Kenya ASAL, TRI Tana, and TRI Cameroon, disseminated to project team partners through online participatory workshops. Potential uses include enhancing monitoring, awareness, restoration, and conservation actions to conserve threatened biodiversity at project sites, and communication of the importance of project sites and actions to conservation of globally threatened biodiversity to stakeholders.</p>	
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<p><b>Output 4.2.3:</b> Tools for monitoring biodiversity impacts from restoration</p>	<p>Number and type of new tools for monitoring biodiversity impacts from FLR available</p>	<p>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.</p>	<p>Biodiversity tools are being tested and refined in TRI pilot countries.</p>	<p>Development of at least two published tools for monitoring biodiversity impacts from restoration</p>	<p>Complete</p>	<p><a href="#">STAR methodology</a> – a collaboration involving approx. 55 organisations – published <a href="#">in April 2021</a> in the journal <i>Nature Ecology &amp; Evolution</i> and promoted by IUCN press release.</p> <p><a href="#">High resolution STAR Assessment methodology</a> was developed, including refined process for developing Areas of Habitat models for threatened species and land classification mapping that is customizable to IUCN Red List species habitat requirements.</p> <p>Assessments also helping to inform and support development of enhanced capacity to produce STAR assessments globally at any scale, and in any location, efficiently and cost-effectively.</p> <p>In 2021 IUCN launched the <a href="#">Contributions for Nature Platform</a> of open use, which includes the quantification of potential delivery of biodiversity outcomes using the STAR metric.</p>	<p>100%</p>
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**Narrative report – Component 4**

**Outcome 4.1.** Support for enhanced in-country enabling environment for FLR was provided responding to country requests. For instance, the global team developed a memo for STP with options to establish government-management national vehicles to fund FLR, based on examples from other countries. The global team also connected the Guinea Bissau team with global legal expert on mangroves to support their work on a new mangrove law. Separately, country teams are demonstrating progress in new/additional country commitment to FLR through new policies (e.g. Kenya, STP).

Regarding the development and dissemination of case studies and policy briefs on FLR, 2023's work plan includes actions towards developing PANORAMA Solutions entries on the policy strategies and impacts carried out by TRI countries, to be ready by Q4 2023.

The global team (IUCN, UNEP, FAO) worked on the development and implementation of communications and outreach training courses for the TRI countries, delivered in July and December 2022, respectively. The objective of the first training was to i) provide simple tools and techniques for planning and executing communications strategies, ii) enable countries to identify and target the most suitable target audiences for the project policy outcomes, with relevant messaging and clear asks and iii) guide on developing channel strategies: how to optimise the ways to reach target audiences. The objective of the second training was to guide the design and implementation of outreach and awareness campaigns that support the achievement of the TRI objectives.

**Outcome 4.2.** Underlying data and analysis for follow-on High-Resolution STAR Assessments of 5 TRI project landscapes complete (Kenya (2), Cameroon, CAR and Myanmar). STAR Assessment reports finalized for TRI Kenya Tana River project site, TRI Kenya ASAL project sites, and TRI Cameroon projects sites and shared with partners including through participatory online workshop. "Species Threat Abatement and Recovery in Cameroon and Kenya: Findings from a STAR assessment to support biodiversity conservation using high-resolution data" [Report published in March 2023](#). Assessments are playing a key role in ongoing work to develop STAR, as well as in helping TRI project partners to better understand, communicate and plan for biodiversity conservation actions at project sites. The CAR assessment results will be published as a knowledge brief in Q3 2023. The Myanmar assessments will not be published as the project was suspended in 2022. The PSC approved on July 3<sup>rd</sup>, 2023 IUCN's proposal to reallocate the Value for Money studies funds to strengthen outcome 4.2. IUCN will develop an action plan to achieve increased knowledge and capacity to plan for and manage biodiversity impacts from FLR.

In 2021 IUCN launched the Contributions for Nature Platform which allows stakeholders to add contributions by entering spatial data describing their current or planned conservation or restoration actions, along with associated data on types of threats being mitigated and types of actions underway, timeframes, and level of investment. You can also use the platform to quantify these contributions in terms of their potential delivery of global goals for biodiversity conservation and climate change mitigation. This can be achieved using the Species Threat Abatement and Restoration Metric (STAR) and the Restoration Barometer.

## D. Ratings and Overall Assessments

Role	YEAR Development Objective Progress Rating <sup>4</sup>	YEAR Implementation Progress Rating <sup>5</sup>
Project Manager / Coordinator	Overall Assessment	Overall Assessment
	Satisfactory	Satisfactory
	Please provide justification for overall assessment	Please provide justification for overall assessment
	Year 5 Global Child project focused on enhancing delivery on all fronts: management, communications, M&E, capacity building, finance, policy. Trainings on requested topics were delivered as well as on-demand support on different topics.  Through continued collaboration between TRI partner agencies and national child projects, the learnings from TRI and aligned restoration initiatives have informed partners' strategies to scale up forest and landscape restoration.	Collaboration and partnership between TRI partner agencies continue to be strong, evidenced by joint efforts on accelerating e-learning and coordinating global support to national child projects on finance, policy, and capacity building. In Year 5, the challenges connected to COVID travel restrictions were eased up, but other challenges arose such as limited funding to undertake comprehensive strategies to support raising demands for country delivery. Overall, Global Child work continued implementation with high levels of participations of national child projects and stakeholders in online learning and webinars as well as at the latest in-person global learning workshop in Kenya.
IUCN Global Thematic Programme (IA)	Overall Assessment	Overall Assessment
	Highly Satisfactory	Highly Satisfactory
	Please provide justification for overall assessment	Please provide justification for overall assessment
	Thanks to improvements responding to the MTR recommendations the IUCN team did a stocktake of development objectives progress and strategize on priority actions to ensure that outcomes 1 and 4 are achieved. Changes were recorded in the adaptive management log as well as there was a review on dependencies across outcomes to enhance project delivery.	The Mid-term Review provided an opportunity to improve the GCU management and monitoring systems across the board, seek a cost-extension for the project (which was turned down unfortunately) and to have a more systematic approach to partnership and stakeholder engagement. Moreover, the MTR served to take stock of the progress made so far in terms of biodiversity assessment (the uptake of the STAR tool) and policy support. Additional plans are underway to reinforce these outcomes.
FAO Global Thematic Programme (IA)	Overall Assessment	Overall Assessment
	Satisfactory	Highly Satisfactory
	Please provide justification for overall assessment	Please provide justification for overall assessment
	The development and provision of focused training/knowledge packages on FLR have been based on the needs of the Child Projects and continue to enhance their capacity to plan, implement and	The regional and national training on requested tools such as EX-ACT have been successfully organized. During the global KS event in November 2022, specific training has been organized and the sharing of lessons

<sup>4</sup> This section will use the scale used by the GEF and outlined in Annex of this document: 1) Highly satisfactory, 2) Satisfactory, 3) Moderately Satisfactory, 4) Moderately Unsatisfactory, 5) Unsatisfactory, 6) Highly Unsatisfactory

<sup>5</sup> Idem

	scale up FLR. The feedback received from project teams during the global KS events and through the surveys on the FLRM knowledge base and the CoPs demonstrate the need for and importance of support provided. The collection and dissemination of lessons learned has been very effective within the TRI community, but efforts need to concentrate on wider dissemination linked to UN Decade on Ecosystem Restoration.	learned promoted amongst child projects. The development of planned tailored packages on Forest Genetic Resources and FLR is on schedule and will be ready for launch in October 2023. The CoPs continue to share opportunities/knowledge, but national country teams can be guided to utilize it to share project results / lessons learned.
UNEP Global Thematic Programme (IA)	Overall Assessment	Overall Assessment
	Satisfactory	Satisfactory
	Please provide justification for overall assessment	Please provide justification for overall assessment
	Outputs under outcomes 3.1 and 3.2 are now almost completely finalized and have either been deployed or socialized amongst TRI country projects. The Restoration Factory, which replaces output 3.1.1, has been tested twice and its methodology finalized. The Restoration Explorer, another tool that provide capacity building support on business development and finance, is almost completed and will made available to TRI countries to help foster restoration entrepreneurship. Outcome 3.1.2 is completed with a comprehensive methodology to track and monitor restoration financial flows, both public and private.	Key outputs (3.1.1, 3.1.3, 3.2.2) have been deployed and made accessible to TRI country partners. The global TRI Finance workshop (output 3.2.2) was organized in November 2022 in Nairobi, with a focus on knowledge sharing and best practices relevant to restoration market development and finance mobilization. Resources have been kept available to help TRI countries develop bankable projects and are deployed as needed (output 3.2.1)

## E. Adjustments

*Please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure.*

Nothing to report.

### **Project Minor Amendments**

Minor amendments are changes to the project design or implementation that do not have significant impact on the project objectives or scope, or an increase of the GEF project financing up to 5% as the described in Annex 9 of the Project and Program Cycle Policy Guidelines.

Please tick each category for which a change occurred in the fiscal year of reporting and provide a description of the change that occurred in the textbox. You may attach supporting documents as appropriate within this PIR submission.

Results framework

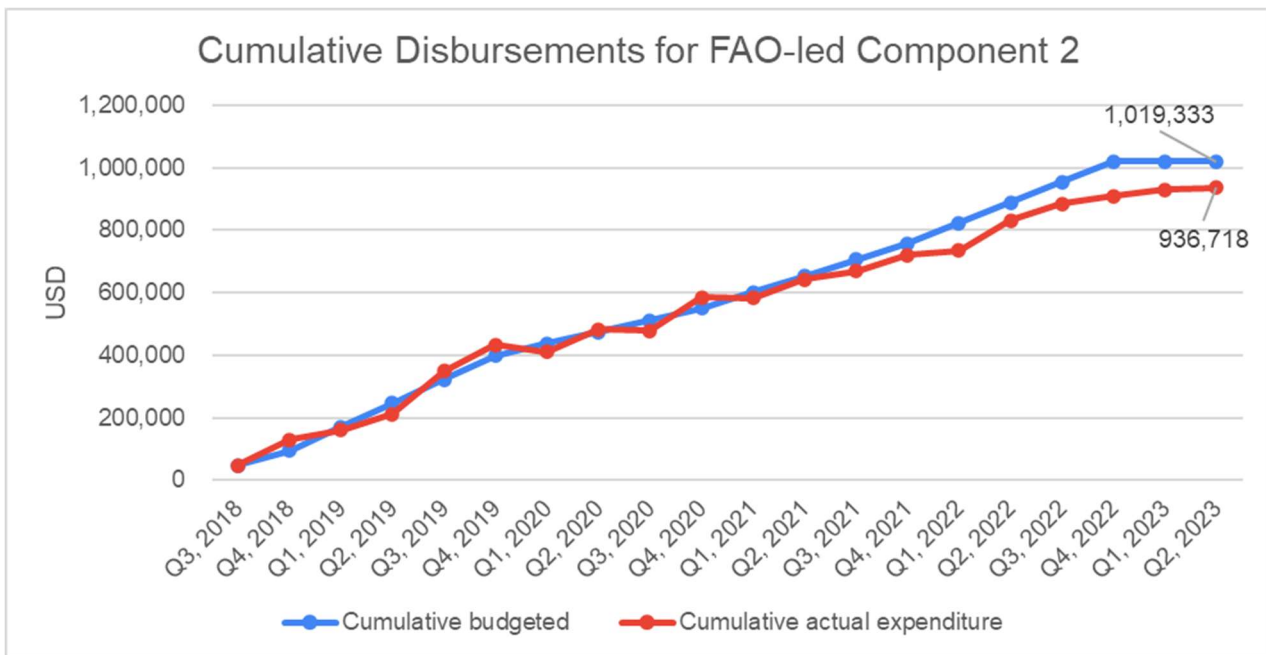
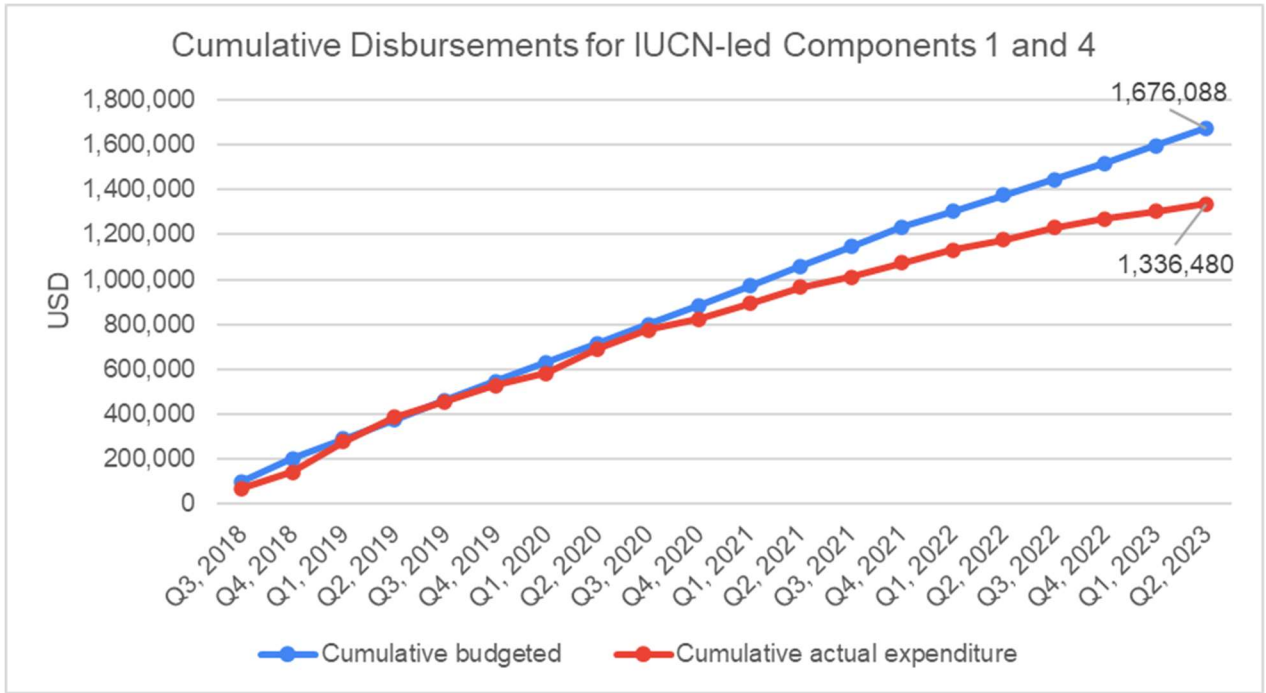


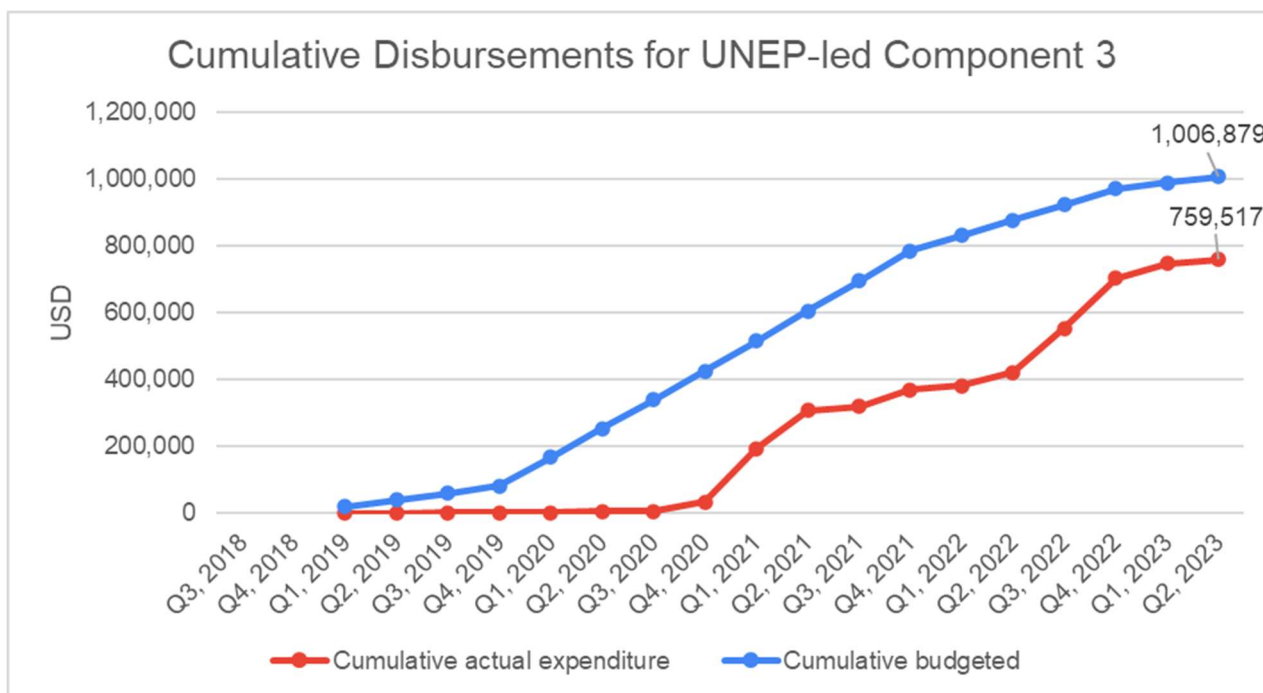
- Components and cost
- Institutional and implementation arrangements
- Financial management
- Implementation schedule
- Executing Entity
- Executing Entity Category
- Minor project objective change
- Safeguards
- Risk analysis
- Increase of GEF project financing up to 5%
- Co-financing
- Location of project activity
- Other

<i>Minor amendments</i>	<i>Change description</i>
Result Framework	Following a recommendation from the MTR, several changes were made to the result framework across the four components to adjust and ensure a better alignment between Project's outcomes, indicators and targets. Some targets were also reviewed based on more realistic expectations. <a href="#">See Annex 6.</a>
Implementation schedule	Following the decision by the PSC on Nov 19 <sup>th</sup> , 2022 on extending the project implementation period through June 2024, some activities were scheduled to fit with this new timeline. In practice this represents continued support to countries across components 2 to 4, including the opportunity to develop a last Year in Review publication in 2024 and a last global learning workshop at the end of 2023.

## **F. Implementation Progress**

*Please insert graph below showing cumulative disbursements on quarterly and yearly basis since project launch*





<b>Cumulative Disbursements</b>	
Cumulative general ledger delivery against total approved amount (in Project Document) - %	<p><b>IUCN Components 1 and 4:</b> 80% (Expenditure over total GEF grant for IUCN-led components 1 and 4)</p> <p><b>FAO Component 2:</b> 92% (Expenditure over total GEF grant for FAO-led component 2)</p> <p><b>UNEP Component 3:</b> 74% (Expenditure over total GEF grant for UNEP-led Component 3)</p>
Cumulative general ledger delivery against expected delivery up to Q2 2023 - %	<p>90%% (Expenditure for IUCN-led Component)</p> <p>92% (Expenditure for FAO-led Component)</p> <p>75% (Expenditure for UNEP-led Component 3)</p>
Cumulative disbursement as of 30 June 2023	<p>\$ 1,336,480 (Expenditures for IUCN-led components 1 and 4)</p> <p>\$ 936,718 USD (Expenditures for FAO-led component 2)</p> <p>\$ 759,517 USD (Expenditures for UNEP-led Component 3)</p>

<b>Key Financing Amounts</b>	
PPG Amount	\$150,000 USD
GEF Grant Amount	\$3,519,725 USD
Planned Co-Financing	\$3,900,000 USD
Co-Financing to date	<p>IUCN 1,950,000 in co-financing from 2018 to 2023</p> <p>UNEP 1,200,000 in co-financing from 2018 to 2023</p> <p>FAO 625,000 in co-financing from 2018 to 2022</p>

<b>Key Project Dates</b>	
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 – July 2022
Expected date of Terminal Evaluation	June 2023
Original planned closing date	May 30, 2023
Revised Planned closing date	June 30, 2024

<i>Dates of Project Steering Committee / Board Meetings during reporting period (June to July)</i>	
August 30 <sup>th</sup> , 2022	- TRI Global Child Project Steering Committee Meeting (Online)
September 7 <sup>th</sup> , 2022	- TRI Global Child Project Steering Committee Meeting (Online)
Nov 19 <sup>th</sup> , 2022	- TRI Global Child Project Steering Committee Meeting (Online)
Feb 28 <sup>th</sup> , 2023	- TRI Global Child Project Steering Committee Meeting (Online)

## G. Critical Risk Management

Please complete the table below (*Only risk with High or Medium rating / level should be recorded*) by using the information in the Project Risk register (excel file provided with PIR templates). If a project risk register has already been completed for the project, please provide any updates for High or Medium risk from this reporting period – e.g. changing in risk rating, risk owners or additional risk identified etc. in the table below.

Risk Category <sup>6</sup>	Risk description	Rating / Level (H, M)	Mitigation measures undertaken in this reporting period	Risk Owner	Updates / Changes
Please see <a href="#">Annex 2</a> to this document. The risks listed were identified by the mid-term review process and some of them have been adapted responding to the realities of the program.					

**Project overall risk rating** (Low, Moderate, Substantial or High). Please see Annex – Ratings definition for guidance.

2022 rating (H, S, M, L)	2023 rating (H, S, M, L)	Comments/reasons for the rating for 2023 and any changes (positive or negative) in the rating since the previous reporting period
M	L	After the MTR process we updated the risk registry which resulted in low risk in average (see <a href="#">Annex 2</a> )

## H. Gender

### Progress in advancing Gender equality and women’s empowerment.

Please note that all projects approved since GEF 6 are required to carry out a gender analysis and provide gender-responsive measures to address differences, identified impacts and risks, and opportunities through a Gender Action Plan (GAP) or equivalent.

Does this project specifically target woman or girls as direct beneficiaries?
Under Component 2 for global webinars and knowledge sharing events, NCPs are requested systematically to adhere to gender equality and to ensure access to and participation of women.
Under the specific online learning journey on FLR in collaboration with ELTI, specific attention is given to ensure inclusion of strong women students to enhance their capacity and share their experience. During the course gender and FLR is also one of the weekly themes.
Under component 3, the Restoration Factory incubator has introduced a specific selection condition on gender balance to ensure that it could provide adequate access to the program for women

<sup>6</sup> IUCN risk categories: Strategic, Financial, People management, Operational, Legal/Compliance, Information systems, External

entrepreneurs and businesses managed by women. As a result, they represent 40% of the participating cohort. The last global learning workshop had participation of 50% women.
In case a gender analysis was not undertaken during project preparation (PPG), has it been carried out in this reporting period? If yes, what were the main findings? If an analysis during project design had been undertaken, but further updates have been carried out during the reporting period, please indicate this below. Please also report on additional site level gender analyses if they were undertaken during this reporting period.
No, a gender analysis has not been undertaken in the reporting period.
Please describe progress in implementing the Gender Action Plan (GAP); you could also add the GAP in form of a GAP progress report as annex. Please also specify results achieved this reporting period through implementing gender-responsive measures.  Results reported can include site level results working with local communities as well as work to integrate gender considerations into national policies, strategies and planning. Please explain how the results reported addressed the different needs of men or women, changed norms, values and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.
No gender action plan is included in CEO Endorsement/Approval.
Please report on gender-sensitive indicators and sex-disaggregated targets as established in the results framework
Not applicable

## I. Implementing the Stakeholder Engagement Plan

*The GEF Stakeholder Engagement Policy Guidelines<sup>7</sup> requires that Agencies prepare a Stakeholder Engagement Plan to describe how Stakeholders will be engaged in the project and means of engagement throughout the project/program cycle. Agencies should include information on progress, challenges and outcomes of stakeholder engagement in their annual Project Implementation Reports.*

*Either provide the Stakeholder Engagement Plan and its respective progress report as annex or complete the below table by specifying the engagement strategies and achievements for the most important stakeholder groups. This can include demonstrating how different stakeholders were engaged in decisions on project governance (e.g. as member of the steering group), in the management or monitoring of the project or in programmatic activities. Forms of engagement include direct consultation or exchange with representative groups as well as indirect forms such as through media or other communication channels. Please also specify how the engagement is documented to provide evidence of such activities.*

*Please note that the data may be used for reporting to the GEF or IUCN web site, and for other internal and external knowledge and learning efforts. The global thematic programme involved should review and edit/elaborate on the information entered here. All projects must complete this section. Please enter N/A in cells that are not applicable to your project.*

<b>Information on progress, challenges and outcomes of Stakeholder Engagement</b>
See <a href="#">Annex 3</a>
<b>Civil society organisations</b>
<b>Local communities</b>
<b>Indigenous Peoples</b>

<sup>7</sup> Stakeholder Engagement Policy Guidelines (SD/GN/01), December 20, 2018

<b>Private sector</b>
<b>Other relevant stakeholders as identified in the projects' Stakeholder Analysis</b>

## **J. Environmental and Social Safeguards**

This section of the PIR describes the progress made towards complying with the Environmental and Social Management Plans or other safeguard tools, when appropriate. Note that this only applies to projects classified as moderate or high risk, not to low-risk projects.

For reporting progress on the implementation of ESMS plans or tools, please either provide the ESMP Monitoring Table as annex (see ESMP guidance note and template<sup>8</sup>) or complete the below table.

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<sup>8</sup> [https://www.iucn.org/sites/dev/files/esms\\_esmp\\_guidance\\_note\\_and\\_template.docx](https://www.iucn.org/sites/dev/files/esms_esmp_guidance_note_and_template.docx)

This project is classified as low risk hence the tables has not been filled out.

<b>Progress of implementing the Environmental and Social Management Plan (ESMP) or other safeguard tools</b>			
<b>Environmental and Social Risks</b>	<b>Risks identified by ESMS Screening or during any update of ESMP since project start<sup>9</sup></b>	<b>Actions taken during this FY; explain in particular how you engaged with groups affected by the identified risks</b>	<b>Are the measures considered sufficient? Are there any outstanding issues relevant for next FY?</b>
Adverse gender-related impacts			
Risks of affecting vulnerable groups			
Risk of undermining human rights			
Community health, safety and security risks			
Labour and working conditions			
Resource efficiency, pollution, wastes, chemicals			
New risks emerged			
<b>ESMS Standards<sup>10</sup></b>	<b>Required management measures/plans (when standard triggered)</b>	<b>Actions taken during this FY; explain in particular how you engaged with groups affected by the identified risks</b>	<b>Are the measures considered sufficient? Are there any outstanding issues relevant for next FY?</b>
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"/> Chance Find Procedures		

<sup>9</sup> Add n/a if the respective risk issues have neither been identified during the ESMS screening nor in any update of the ESMP.

<sup>10</sup> Please check the respective box to indicate the decision at Screening stage: whether a standard has been triggered or not, or the decision was deferred to the implementation phase. If the latter, please explain the status of this decision.

<input type="checkbox"/> yes <input checked="" type="checkbox"/> no <input type="checkbox"/> TBD	<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:		
<b>Project Risk Category</b> (as per ESMS Screening)		<input checked="" type="checkbox"/> Low Risk <input type="checkbox"/> Moderate Risk <input type="checkbox"/> High Risk	
Have findings during implementation triggered any changes to the <b>Project Risk Category</b> ? If yes, explain the issues and the new rating.		No	
List all risk issues that are now rated as <b>high risk</b> (if any)		N/A	
Has a list of relevant <b>host country regulations</b> on environmental and social matters been established? What is the status of the project's compliance with the applicable laws and regulations?		N/A	
In case any changes of regulations have occurred since project design, have these changes been reflected in project implementation?		N/A	



In addition, please indicate whether any grievances as per IUCN and GEF ESS policies have been received during this reporting period. If yes, please answer the below questions and attach the grievance log as annex in order to describe status and progress of the case. The latter should also be done in case grievances had been received in earlier reporting period.

<b>Please explain the grievance</b>
NA
<b>Please indicate how it is being/has been addressed</b>
NA

## K. Knowledge Management

Knowledge activities / products (when applicable), as outlined in Knowledge Management Approach approved at CEO Endorsement / Approval during this reporting period.

*Does the project have a knowledge management strategy? If not, how does the project collect and document good practices? Please list relevant good practices that can be learned and shared from the project thus far.*

No, the project doesn't have a knowledge management strategy. Knowledge is produced under the different components and dissemination occurs through the TRI website, CoPs hosted by FAO and agencies own websites.

*Does the project have a communication strategy? Please provide a brief overview of the communications successes and challenges this year.*

The project updated its communications strategy in in Q2 2023 for the period 2023 – 2024. This will reinforce the communication outcomes under this project. During the reporting period several communication materials were produced focused on the Year in Review 2021 and 2022 and web stories coming from those publications. In 2023, as part of the implementation of the communications strategy, the project started the process of preparing a newsletter (covering the period Jan – July 2023) and a series of videos to promote the Year in Review 2022. More activities will be implemented throughout the year under the updated communications strategy.

### Communication materials

*Please provide a list of publications, project website, project page on the IUCN website, any other facebook, twitter, flickr or youtube account related to the project, as well as hyperlinks to any media coverage of the project, for example stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents.*

Project website

<https://www.iucn.org/our-work/topic/ecosystem-restoration/restoration-initiative>

Web stories

<https://iucn.org/story/202305/cameroon-latest-achievements-forest-and-landscape-restoration>

<https://iucn.org/story/202306/capacity-building-community-forest-allocation-process-central-african-republic>

<https://iucn.org/story/202306/mainstreaming-forest-and-landscape-restoration-china>

<https://iucn.org/story/202306/resilience-fund-approach-sustainable-ecosystem-restoration>

<https://iucn.org/story/202306/tackling-climate-change-food-security-and-community-development-guinea-bissau>

<https://iucn.org/story/202306/livelihood-diversification-local-communities>

<https://iucn.org/story/202306/restoration-businesses-boost-income-and-sustainable-land-management>

<https://iucn.org/story/202212/restoration-initiative-myanmar-story>

<https://iucn.org/story/202306/energy-efficient-solutions-reduce-deforestation-pakistans-pine-forests>

<https://iucn.org/story/202306/sao-tome-and-principe-latest-achievements-forest-and-landscape-restoration>

<https://iucn.org/story/202306/identification-prioritisation-and-validation-restoration-interventions>

E-learning course:

<https://www.fao.org/in-action/forest-landscape-restoration-mechanism/resources/detail/en/c/1632943/>

<https://www.fao.org/in-action/forest-landscape-restoration-mechanism/resources/e-learning-courses/bankable-business-plans/en/>

Mobilizing private finance - A learning challenge to address one of the biggest barriers to effective implementation of forest and landscape restoration:

<https://www.fao.org/in-action/forest-landscape-restoration-mechanism/resources/detail/en/c/1637420/>

Private Sector Finance: Learning Challenge - YouTube

The Restoration Initiative communication and advocacy training

<https://www.fao.org/in-action/forest-landscape-restoration-mechanism/resources/detail/en/c/1619264/>

Newsletters

<https://newsletters.fao.org/q/16vtS0XDSNv/wv>

<https://newsletters.fao.org/q/16vtvT7FpbM/wv>

The key role of forest and landscape restoration in climate action

<https://www.fao.org/documents/card/en/c/cc2510en>

TRI YiR 2021

[The Restoration Initiative: 2021 Year in Review \(fao.org\)](#)

TRI

YiR

2022

<https://www.fao.org/in-action/forest-landscape-restoration-mechanism/resources/detail-publication/en/c/1640163/>

Cartographier ensemble: Guide pour le suivi de la restauration des forêts et des paysages à l'aide de mapathons Collect Earth

<https://www.fao.org/documents/card/en/c/CB2714FR>

Aurora application

<https://auroramonitoring.org/#/>

The Restoration Factory Kenya (2022)

<https://programs.bridgeforbillions.org/restoration-factory-program/>

<https://www.unep.org/resources/newsletter/are-you-ecopreneur-developing-business-restore-natural-ecosystems-kenya>

## Lessons learned

*Please share any particular lessons learnt in the context of project implementation (e.g. successfully tested tools, unexpected positive or negative impacts) and/or lessons learnt regarding one of your key outcomes*

- Working in some of the most challenging places and despite the impact of the global pandemic, learning and 'know-how' behind the Restoration are emerging from the global flagship program - The Restoration Initiative, ranging from the innovative tools measuring the benefits to reducing threats to threatened species from site-based restoration measures; Restoration Factory accelerating commercially viable and investment-ready restoration business development; Community of Practice disseminating the policy influencing briefs, M&E, fundamentals of restoration from Communities in Action in TRI landscapes. This was [and continue to be] feasible through learning and strengthened partnerships among global-to-national-to-local during the life of TRI programme.
- The COVID-related restrictions and new normalcy has shown that online workforce, e-learning, webinars, and workshops work, provided that pre-requirements (e.g., reliable internet, access to computers) are in place.
- While COVID has brought us so many challenges and delays, it also has opened opportunities for restoration (links to future pandemics, links to job creation). Lesson here is that humanity can adopt new normalcy with some caveats, but we must look into these challenges to seek opportunities and for innovative solutions for adaptations and resilience.
- To capitalize on opportunities presented by UN Decade on Ecosystem Restoration, TRI partners will place additional emphasis on capturing experiences and lessons, and in developing and disseminating knowledge products that will profile TRI as flagship restoration program under implementation.

- Moreover, with travel restrictions lifting partners will focus on creating more in person opportunities for exchanges and workshops, which are a critical component for outreach and increasing impact.
- The global child takes stock of the progress across NCP reflected in the core indicators, based on which partners will design reinforced activities that support enhanced in-country implementation and improved reporting.
- Increased demand for support from countries and our experience in implementation throughout the life of the project have informed the global child that additional budget is needed for targeted support, enhanced country exchange and overall enhanced program visibility regionally and globally. These budget constraints limit the dimension of the global team's efforts to support countries' goals.

### Communicating impact

*Tell us the story of the project focusing on how the project has helped to improve people's lives and biodiversity and how it contributed to the target(s) pledged through internal conventions (UNCCD LDN, UNFCCC NDCs, CBD NBSAPs, SDGs, etc) and/or national policies*

*(The text will be used for IUCN Corporate Communications, the IUCN-GEF web-site, and/or other internal and external knowledge and learning efforts)*

**Please also note you can share your success story and solution on the IUCN [PANORAMA web platform](#). This will allow for knowledge retention and dissemination of project outcomes and success factors.**

Story from The Year in Review 2022: <https://www.fao.org/3/cc6085en/cc6085en.pdf>

#### Progress Update on Implementation of The Restoration Initiative

2022 marks The Restoration Initiative's (TRI) fourth full year of implementation. While the impact of the COVID-19 pandemic still lingers across the world, including for TRI partners, the year was full of successes for programmatic objectives. As travel restrictions were lifted and further collaboration was made possible, TRI partners were able to coordinate to achieve cross-programmatic goals and learn from one another. Just as 2020 and 2021 were full of transitions and "new normals", 2022 provided a new opportunity for all TRI partners and implementing organizations to re-emphasize the need for locally-led restoration, community engagement and renewed perspective.

Third and fourth global programme workshops TRI unites ten Asian and African countries and three Global Environment Facility (GEF) agencies – the International Union for Conservation of Nature (IUCN), the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP) – in working to overcome existing barriers to scaling up restoration of degraded landscapes in support of the Bonn Challenge. An important part of TRI is the continuous collaboration between the different country teams and the global partners for an effective implementation on the ground. Collaboration is reflected in activities such as exchange of knowledge and building capacities on critical issues, including effective governance, sustainable forest management (SFM), monitoring and adaptive learning, while also providing partners with tools and strategies for developing business proposals in forest and landscape restoration (FLR). Since the launch of TRI, two face-to-face global events were organized in Naivasha, Kenya, in 2018 and in Rome, Italy, in 2019. One virtual global knowledge-sharing webinar was organized in February 2022 to promote knowledge exchange and capacity development. To further expand upon cross-programmatic collaboration, a global workshop was held in Nairobi, Kenya on 14–18 November 2022. This meeting was the first in-person meeting since the COVID-19 pandemic started, allowing participants to directly interact with each other to promote valuable learning.

Mid-term review process. To reflect upon the years of success and ways to improve, TRI underwent a mid-term review process in 2022. Findings showcased that progress towards results and project implementation have been satisfactory thus far. Each component of the project varied in effectiveness. Overall, with 74 percent of outputs completed and 83 percent of the expected midterm targets achieved, the consensus is that, although the project is on track to implement its activities and achieve outcomes successfully, the COVID-19 pandemic and consequent extension of countries' projects necessitate an extension for the global programme. To respond to this emerging context and the needs of country projects, the project steering committee agreed to

extend the timeline of the global project through mid-2024. The action plan emerging from the mid-term review includes a review of the global results framework, doubling down on cross-programmatic collaboration and maximizing opportunities to create additional partnerships, and increasing TRI's visibility and possible opportunities for long-term sustainability. The mid-term review process was helpful to showcase how TRI has been successful so far and highlight critical areas of work to expand on for future years of implementation – to ultimately achieve sustainability in the longer term.

Events at the XV World Forestry Congress. The XV World Forestry Congress was held in Seoul, Republic of Korea, in May 2022. TRI was engaged in two side events, including:

1. Development of forest and landscape restoration strategies at different scales to achieve restoration commitments and scale up action on the ground (3 May 2022): The side event shared experiences on the participatory process to develop FLR strategies and demonstrate how stakeholders across different sectors came together to efficiently plan, monitor and evaluate progress made towards the international commitments, and highlighted resource mobilization efforts for FLR.
2. The Restoration Initiative: A programme addressing restoration of degraded and deforested lands for the well-being of people and nature (4 May 2022): The side event shared experiences and lessons learned so far. During the session, participants engaged with country representatives who presented examples of the varied technical tools and approaches provided by the programme to plan, implement and monitor restoration activities.

Sao Tome and Principe participation at Expo Dubai. Implemented by FAO and the Government of Sao Tome and Principe as part of the TRI programme, the GEF "Landscape Restoration Project for Ecosystem Functionality and Climate Change Mitigation in Sao Tome and Principe" featured in the recent Expo Dubai 2020 in the United Arab Emirates with the theme "Connecting Minds – Creating the Future". The attendance of TRI was framed within the partnership between the project and the non-governmental organization (NGO) Alisei, which manages the information and communication aspects of the project in Sao Tome and Principe through an "information hub".

Knowledge-sharing webinar series. TRI global support partners presented a series of three programme-level webinars on 9–23 February 2022. The webinars provided an occasion for country teams to present their achievements and the challenges they experienced during years of TRI implementation.

Capacity development on forest and landscape restoration for young practitioners in West and Central Africa. Twenty-five young professionals from West and Central Africa completed a 7-week journey from February until March 2022 in building capacity, knowledge and networks for FLR. Selected from over 1 200 hopeful applicants, the 25 individuals took part in an online course offered through a collaboration between FAO and the Yale School of the Environment's Environmental Leadership and Training Initiative (YSE-ELTI).

TRI Restoration Factory. The TRI Restoration Factory has been created to support the emergence of commercially viable, community-inclusive and climate-resilient businesses that restore ecosystems and preserve landscapes. The TRI Restoration Factory welcomed its first cohort of 13 entrepreneurs in April 2021. The 6-month mentorship programme provided entrepreneurs with personalized guidance in preparing restoration-based investment proposals and helped to scale up their business models through sustainable management. The programme achieved good results. The second cohort of the programme (with co-funding from the TRI and UNEP Climate Finance Unit) recently came to an end in Kenya with 47 entrepreneurs and 48 mentors; more information is available here. This cohort of the programme saw very positive results with 77 percent of the participants completing the programme.

*What is the most significant change that has resulted from the project this reporting period? (This text will be used for internal knowledge management in the respective technical team and region.)*

From <https://www.fao.org/3/cc6085en/cc6085en.pdf>

TRI programme implementers and project teams gathered for the first in-person summit since 2019, focused on adaptive management and finance.

The COVID-19 pandemic created a set of unique challenges and opportunities for global organizations – such as TRI programme implementers, IUCN, FAO and UNEP – which had to switch to virtual and remote workplaces, and for the larger TRI community who were unable to meet in person at annual global learning workshops. While the virtual meetings and webinars held in 2020 and 2021 were successful in keeping country teams connected and planning for a successful upcoming year, for the first time in two years, the 2022 workshop hosted in person in Kenya was a welcome change. By gathering colleagues from eight countries,<sup>iii</sup> including implementing partners, this workshop not only provided a way to rekindle a sense of community, but also to identify collaboration opportunities and to plot the way forward, especially as related to adaptive management and finance.

In preparation for the event, countries were surveyed on their priorities for the in-person workshop. Teams expressed interest in more exchanges among countries to improve crosslearning on topics of shared concern, including seedling selection, mangrove restoration and policy strategies. As such, the workshop was structured in a responsive manner, where partnership building, open discussions, networking and general enabling spaces were created and prioritized.

“TRI is an outstanding programme that brings together different perspectives, which is our greatest strength. ... [We must] keep working together to fight the immense land degradation problems we have ahead,” said Florian Reinhard, Programme Officer, Monitoring and Evaluation, IUCN.

#### ADAPTIVE MANAGEMENT

Adaptive management has played an important role in TRI programmatic objectives and success. Adaptive management describes the structured and iterative process of decisionmaking due to any level of uncertainty, ultimately with the goal of reducing future uncertainty. This approach includes monitoring of programmatic objectives and thereby allows for the “capacity to adapt restoration plans to emerging changes in stakeholders, ecosystem dynamics or intended results.”<sup>2</sup> With an overall theme of and focus on adaptive management, this workshop provided space to identify each country’s major contributions to the broader TRI community.

Such discussions from country partners were valuable for all participants and project colleagues, a few of which are highlighted below:

- In Cameroon, difficulties developing bankable projects arose due to lack of interest from private enterprises. This was addressed by initiating negotiations with the government to develop a project for grant support, which will capitalize on TRI achievements.
- The Guinea-Bissau project tapped into its nationally relevant expertise and partnered with two new villages to restore mangroves in their abandoned rice fields, after the original villages were no longer able to participate.
- In Pakistan, a forest management and utilization plan was prepared, which is fundamentally more adaptive than the regular forest and landscape restoration (FLR) management plan.
- Across all projects, the COVID-19 pandemic and related issues prevented several international consultations and travel, which was a crucial component of adaptive management discussions. Adaptive management is critical in any initiative, as has continually been highlighted by several project partners. Such discussions during this workshop led to the creation of action plans to bring the in-person, lively discussions into reality, following the workshop conclusion. Framing this workshop as contributory, particularly as related to adaptive management, allowed for the entire cohort of participants to learn from one another and thereby easily share and grow their combined knowledge.

#### SYNERGIES

A central part of this workshop was focused on the identification of synergies and how to best achieve them in the context of the programme. One of the key added values of TRI lies in the integrated approach of the programme and the collaboration opportunities it offers by bringing together expertise in policy design, institutional capacity building and best practices, private sector

engagement and finance mobilization. These approaches are coordinated across the programme's nine countries while acknowledging the different countries' unique sets of characteristics. Such collaboration between complementary programmes accentuates programmatic impact by working across the aforementioned sectors, in a coordinated way, rather than through individual or disconnected projects. Achieving such synergy requires colleagues across and between project teams to actively seek opportunities to work together, especially at country level.

For instance, if the policy team of one country succeeds in improving the enabling regulatory environment for FLR interventions, it is critical that this is shared as an FLR best practice. The same goes for a country team who has successfully secured financial resources to ensure rapid uptake and upscale of such policy. During this workshop, countries discussed the best ways of leveraging opportunities for crosscountry and programmatic learning, which in turn will help other country teams to properly harness these learnings. Doing a mapping exercise of the synergies between the three global support components and aligning the groups targeted by each project were ways to enable the creation of a co-design space, where collaborative solutions were identified.

Countries established six priorities for collaboration: 1) policy support and enabling environment, 2) FLR technical support, 3) assisted natural regeneration, 4) communications, 5) monitoring, and 6) resource mobilization. A few examples of the many activities planned under these collaborative priorities include increasing seed and plant material diversity, improving policy engagement at several levels, hosting webinars and training workshops to facilitate knowledge sharing, exploring the use of protocols, elaborating on research effectiveness to show how projects are bankable, and overall creating collaborative work streams among specific child projects. Overall, these collaborative priorities all relate to the collection of best FLR practices and sharing through the United Nations Decade on Ecosystem Restoration.

"The TRI programme offers many opportunities for duplication and upscaling which can be of inspiration to other important global initiatives, such as the United Nations Decade on Ecosystem Restoration," said Jonathan Gheysens, Technical Lead, Finance Mobilization, UNEP.

Collaboration and partnerships were discussed at length, conducted through small breakout groups, creating a space for project partners to share ideas, successes and failures, to learn and – simultaneously – share their own learning. This collaborative environment encourages and begins the kindling of future partnerships across the restoration community.

There is no better space to share progress than a global workshop among colleagues and partners. The focus on adaptive management was paired well with a showcase of the progress already completed, including finance tools and concrete examples of how to work with entrepreneurs for restoration endeavours.

#### THE RESTORATION FACTORY

Restoration is an approach that is fundamentally unique and applicable to a broad array of ecosystem types, in varying states and with a diverse set of stakeholder involvements. This was emphasized in the second part of the workshop, where attendees engaged with the Kenyan cohort of the TRI Restoration business incubation programme, the Restoration Factory. TRI participants visited one of the eco-entrepreneurs (ecopreneurs) to hear the challenges of building a restorative business, namely access to financing and markets. The next day, attendees participated in the pitch session when mentees of the factory programme presented their various sustainable enterprises.

The "Pitch Parade" presentations formed part of the 6-month Restoration Factory incubation programme where the ecopreneurs worked through a step-by-step, mentor-guided process to develop their landscape restoration focused business models. Sixteen ecopreneurs presented their pitches in this session. A wide variety of restoration approaches and enterprises was showcased, reflecting the diversity of restoration projects. TRI participants were highly engaged and networked with the ecopreneurs of the factory programme to share useful insights and offer connections where possible. Through feedback forms, TRI participants provided feedback and their contacts to several of the mentees to help these ecopreneurs continue to build successful restoration businesses that provide positive impacts for the environment and their local communities.

“Very informative ... [to hear] how restoration can be a livelihood enhancement system. Financing of restorative approaches and businesses is key to achieving restoration engagements,” commented Elijah Mboko, Project Technical Assistant, FAO.

“The actions of entrepreneurs are necessary and deserve to be initiated for and in other TRI countries,” said Nzale Sumaili, Project Coordinator, South Kivu, Ministry of Environment and Sustainable Development.

#### CONCLUSION

As evidenced thus far, the TRI programme has enabled successful restoration outcomes in several countries, and all are looking forward to what is next. As such, this workshop included consultations related to a no-cost extension for the programme, during which three areas were prioritized.

1. Sharing best practices was emphasized throughout the workshop, by multiple countries in different sessions. This is a seamless fit with the priority workstream of cross-country exchange and the communication strategy.
2. The country child projects expressed interest in continued technical support from the lead agencies. In providing details, country representatives communicated a desire to see continued support on communication strategies, cross-country exchanges and accessing finance for restoration.
3. Given that various child projects have requested various extensions of their specific projects, country representatives emphasized the need for the global child project to bolster technical support and knowledge exchange. Such extensions range from ending in mid-2024 to extending until 2025 and 2026, which bodes well for the future of the TRI family of programmatic engagement.

While remote meetings and workshops certainly have their place – especially when considering the carbon footprint of transportation needed for a global meeting, heightened inclusivity and accessibility available for virtual options, and many other key considerations – the TRI workshop held in November 2022 in Kenya proved to be particularly successful because of the collaborative and networking components. In reflecting upon successes and lessons learned, all participants – and those engaged in the broader TRI community – were able to look ahead to a bright restored future. This workshop provided a concrete opportunity to learn from different realities, contexts and progress on restoration across the TRI community.

“We must see TRI as more than the sum of the different child projects and should thus put all of our resources together to create synergies and enhance collaborations between all the TRI countries,” said Adriana Vidal, TRI Project Manager and Climate Change Senior Policy Adviser, IUCN.

*Describe how the project supported south-south cooperation, triangular cooperation efforts in the reporting year*

See component 2 and 3 reporting



## L. Annex 1 - Ratings definitions

### Implementation Progress Ratings

**Highly Satisfactory (HS):** Implementation of **all** components is in substantial compliance with the original/formally revised implementation plan for the project. The project can be presented as “good practice”.

**Satisfactory (S):** Implementation of **most** components is in substantial compliance with the original/formally revised plan except for only a few that are subject to remedial action.

**Moderately Satisfactory (MS):** Implementation of **some** components is in substantial compliance with the original/formally revised plan with **some** components requiring remedial action.

**Moderately Unsatisfactory (MU):** Implementation of **some** components is not in substantial compliance with the original/formally revised plan with **most** components requiring remedial action.

**Unsatisfactory (U):** Implementation of **most** components is not in substantial compliance with the original/formally revised plan.

**Highly Unsatisfactory (HU):** Implementation of **none** of the components is in substantial compliance with the original/formally revised plan.

### Global Environment Objective/Development Objective Ratings

**Highly Satisfactory (HS):** Project is expected to achieve or exceed **all** its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.

**Satisfactory (S):** Project is expected to achieve **most** of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.

**Moderately Satisfactory (MS):** Project is expected to achieve **most** of its major relevant objectives, but with either significant shortcomings or modest overall relevance. Project is expected not to achieve **some** of its major global environmental objectives or yield some of the expected global environment benefits.

**Moderately Unsatisfactory (MU):** Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only **some** of its major global environmental objectives.

**Unsatisfactory (U):** Project is expected **not** to achieve **most** of its major global environment objectives or to yield any satisfactory global environmental benefits

**Highly Unsatisfactory (HU):** The project has failed to achieve, and is not expected to achieve, **any** of its major global environment objectives with no worthwhile benefits.

### Development/Adaptation Objective Ratings (For LDCF/SCCF/GCF Adaptation)

**Highly Satisfactory (HS):** Project is expected to achieve or exceed all its major development/adaptation objectives, and yield substantial adaptation benefits, without major shortcomings. The project can be presented as “good practice”.

**Satisfactory (S):** Project is expected to achieve most of its major development/adaptation objectives, and yield satisfactory adaptation benefits, with only minor shortcomings.

**Marginally Satisfactory (MS):** Project is expected to achieve most of its major relevant development/adaptation objectives, but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major development objectives or yield some of the expected adaptation benefits.

**Marginally Unsatisfactory (MU):** Project is expected to achieve its major development/adaptation objectives with major shortcomings or is expected to achieve only some of its major adaptation objectives.

**Unsatisfactory (U):** Project is expected not to achieve most of its major development/adaptation objectives or to yield any satisfactory adaptation benefits.

**Highly Unsatisfactory (HU):** The project has failed to achieve, and is not expected to achieve, any of its major development/adaptation objectives with no worthwhile adaptation benefits.

**Risk ratings**

*Risk ratings will assess the overall risk of factors internal or external to the project that may affect implementation or prospects for achieving project objectives. Risks of projects should be rated on the following scale:*

**High Risk (H):** There is a probability of greater than 75% that assumptions may fail to hold or materialize, and/or the project may face high risks.

**Substantial Risk (S):** There is a probability of between 51% and 75% that assumptions may fail to hold and/or the project may face substantial risks.

**Modest Risk (M):** There is a probability of between 26% and 50% that assumptions may fail to hold or materialize, and/or the project may face only modest risks.

**Low Risk (L):** There is a probability of up to 25% that assumptions may fail to hold or materialize, and/or the project may face only modest risks.

*The table below illustrates how the risk categories used by GEF and IUCN align with one another.*

<b>GEF risk categories</b>	<b>IUCN risk categories</b>
Climate	External
Environment & Social	Part of ESMS risk assessment
Political and Governance	External
Macro-economic	External
Strategies and policies	Strategic
Technical design of project or program	Operational
Institutional capacity for implementation and sustainability	Operational
Fiduciary: financial management and procurement	Finance
Stakeholder engagement	Part of ESMS risk assessment
Other	People management; Legal / Compliance; Information systems
Financial risks for NGI projects	N/A

*The table below illustrates how the risk rating/level used by GEF and IUCN align with one another.*

<b>GEF risk rating / level</b>	<b>IUCN risk rating / level</b>
High	High
Substantial	High
Moderate	Medium
Low	Low

## M. Annex 2 – Risk Register

ID	Risk title	Category Select taxonomy level I	Sub-category Select taxonomy level II	Risk description (Enter a brief description of the risk. Risk description should include the event and the cause)	Consequence/Impact (If this risk occurs what could be its consequences/impacts on ?)	Likelihood 1 Unlikely 2 Possible 3 Likely 4 Almost certain	Impact 1 Minor 2 Intermediate 3 Extensive 4 Extreme	TOTAL SCORE (1-25) No action required	RISK LEVEL No action required	Risk Appetite Select adequate statement	Risk Treatment Select adequate risk treatment	Mitigations Measures Indicate what actions have been taken/will be taken to manage this risk. Each risk can have multiple treatment measures.	Risk Owner Indicate the person or entity with the responsibility to manage the risk.	Progress on mitigation measures Provide the status of the implementation of mitigation measures (Pending, Not started, On track, Done)
R1	Commitment/capacity to undertake work	Operational	Programme_execution	Countries are not sufficiently committed/equipped to FLR to make necessary policy reforms	Under delivery of country child projects, insufficient uptake of global policy support offerings	2	2	4	LOW	Medium	Mitigate/Treat	Follow up with countries through continuous engagement and follow-up action plans to address capacity gaps	Each agency implementing TRI	Policy lead is working with countries that requested policy support.
R2	Knowledge products not tailored to target audiences	Operational	Programme_execution	Knowledge products generated by the Project do not meet the direct needs of intended audiences	Country child project demands of capacity building and training are not met through KP, generating wasteful investments from the	1	2	2	LOW	Medium	Mitigate/Treat	This risk has not been experienced since agencies undertake mapping activities and understanding of needs from country team before developing KP to ensure they respond to specific demands	Each agency implementing TRI	Knowledge products are generated following adequate planning
R3	Lack of motivation from country teams	Operational	Partnering_with_others	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.	Missing opportunities to increase knowledge, identify synergies and collaboration opportunities to improve the program delivery	1	1	1	LOW	Medium	Mitigate/Treat	This risk has not been observed during the life of TRI however with some technical topics there are some challenges in transferring information due to lack of staff who is specialized in the topics (e.g. carbon accounting, finance, monitoring, etc)	Each agency implementing TRI	Global teams continue providing support to country teams as much as possible especially when they have gaps in technical staff
R4	Lack of effective dissemination strategies	Operational	Programme_execution	Project outputs lack sufficient means for reaching target stakeholders and fail to cut through information flow to have a sizable impact.	Resources spent inefficiently, expected impacts are unaccomplished	1	2	2	LOW	Medium	Mitigate/Treat	This risk is not being observed as the global child develop outputs that respond specifically teams' demands and needs of information and capacity building	Each agency implementing TRI	The global team continues to develop dissemination activities sufficient to reach target audiences
R5	Lack of connection with private finance	Operational	Partnering_with_others	Lack of projects suitable for private finance identified in countries, thus making development of bankable projects challenging	Low achievement of project goals, component 3	3	2	6	MEDIUM	Medium	Mitigate/Treat	Component 3 has been adapted to focus on development of tools to serve both entrepreneurs as well as mapping finance opportunities in landscapes. The mentorship programme has benefited some countries that made the connections with entrepreneurs. Now that the tools are ready, 2023 should serve to work more closely with countries, responding to demand	UNEP	See 2023 workplan
R6	Challenges to develop bankable proposals	Operational	Programme_execution	Challenges from TRI countries in developing bankable FLR projects	Low number of bankable FLR projects	1	1	1	LOW	Medium	Tolerate/Monitor	These challenges relate with the limited capacity from countries to convene actors in the financial sector or potential entrepreneurs to link then with mentoring and training opportunities provided by the global team. Nevertheless the global child invested in developing programs (The Restoration Factory) and tools (The Restoration Explorer) to support countries who can engage in these processes. Examples from within the TRI community include STP, Kenya and Tanzania	UNEP	See 2023 workplan
R7	Climate change risks	Operational	Programme_execution	Current and future climate change impacts threaten the sustainability of restoration investments	Low sustainability of restoration investments from the project	3	3	9	MEDIUM	Medium	Tolerate/Monitor	Areas where countries under the TRI programme implement activities could be considered high-risk for climate disasters. They are impacted by desertification and risks to livelihoods caused by several reasons in addition to climate change. These are being considered by the country teams as they implement activities. For instance Kenya ASAL have suffered badly from droughts last year, so put additional burden, and project needs to actively take this into account, specifically issues on possible conflict mitigation for natural resources.	Each agency implementing TRI	Constant communication between countries teams and IAs to monitor climate risks and design adaptive measures as needed
R8	COVID pandemic delays	Operational	Programme_execution	Operational delays and problems in sequencing of delivery of supports to national child projects from ongoing Covid pandemic	Underdelivery	3	1	3	LOW	Medium	Mitigate/Treat	COVID delays are restrictions have been dealt with by the global team by favoring online interactions and communications. In-country missions resumed in 2022 which is complementing existing country support	Each agency implementing TRI	See 2023 workplan
R9	Security risks in country project implementation	Operational	Programme_execution	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	Underdelivery	3	3	9	MEDIUM	Medium	Transfer	This risk concerns country project implementation. These issues are discussed during IA missions to the countries and risk management measures are advised in the context of adaptive management	Country child projects	See mission reports and action plans
R10	Access to internet	Digital	Digital_&_IT_delivery	Low bandwidth or limited access to internet	Fewer participation in online events	1	1	1	LOW	Medium	Tolerate/Monitor	The global team is promoting the utilization of office/hotel rooms with more reliable internet connection for online trainings.	Each agency implementing TRI	Nothing to report
R11	Overload of information	Operational	Communication_&_reputation	Overload with too much information	Low rate of processing and low knowledge transfer	1	1	1	LOW	Medium	Tolerate/Monitor	the global team curates information to be provided to country teams. Overload of information might be the results of the compound of information sources on similar topics	Each agency implementing TRI	Nothing to report
R12	Zoom fatigue	Operational	Communication_&_reputation	Zoom Fatigue	Lack on engagement, decreased learning and contributions	1	1	1	LOW	Medium	Tolerate/Monitor	Complement key online learnings with in-person sessions during the global knowledge events. Aim to consolidated themes for online learnings so that less online events are organized	Each agency implementing TRI	Nothing to report

## N. Annex 3 – Stakeholder Engagement Plan

Stakeholder analysis				Stakeholder plan				Progress, challenges and outcomes
Stakeholder (SH)	Role, main activities and capacity/expertise in areas related to the project	Potential influence on the project	Potential impact of the project on stakeholders	Purpose of the engagement	Engagement strategies (see definitions above)	Frequency and timeline of engagement	Which IA will do this?	
Government agencies								
Ministries of Environment and or Forestry	Leading role in planning, implementing and reporting of FLR interventions	Large	Large	Knowledge sharing and advocacy to improve FLR enabling environment	PIP, KS events, capture and dissemination of good practices	Continuous	FAO, IUCN, UNEP	Government representatives have been engaged through the Global KS event in November in Kenya to share lessons learned and at the same capacity has been built to collect good practices on FLR through FERM registry.
CSO								
Young FLR practitioners	Starting career in FLR with some practical experience	Low	Medium	Capacity development on FLR	Online course in collaboration with ELTI Yale	Geographical cohort	FAO	In collaboration with Yale ELTI, FAO has organized several online learning journeys of seven weeks on FLR for young practitioners in Africa. In August 2023 this will be expanded to Asian region as well.
National and local NGOs	Supporting FLR interventions	medium	medium	Knowledge capture and dissemination and capacity development on tools/approaches	Online events mainly	Continuous	FAO	
Decade partners	NGOs based in TRI countries	Medium	Medium	Identifying opportunities to plug in TRI projects with future opportunities	Engagement through one introductory event and follow up with bilaterals as needed	One event Q2 2023 and bilateral follow up throughout the year	IUCN	In the reporting period 2023 the project started preparing materials that could serve as the basis for dissemination opportunities with Decade partners, including best practices and policy impact stories
Private Sector								
Early on entrepreneurs	Develop and implement restorative enterprises	Large	Low-Medium	Capacity development and KS on business development	Online and hybrid	Twice (one global and one targeting Kenya)	UNEP, FAO	Through the Restoration Factory in Kenya, local entrepreneurs have received training on development of business idea into business plan.
Impact investors	Access to grants and other finance instruments	Small	Low-Medium	Co-design financial instruments, provide expertise on financial access	Online	Event based	UNEP (lead), FAO, IUCN (opportunistic)	Early discussions have taken place with impact investors to discuss opportunities to provide capital to local entrepreneurs supported by TRI.
Restoration project developers	Inform design of restorative enterprises and open up market opportunities	Medium	Low-Medium	Give market access opportunities to TRI-supported ventures	Hybrid	Event based	UNEP (lead), FAO, IUCN (opportunistic)	Restoration project practitioners have been consulted with the aim to assess their needs and better understand how the tools developed by component 3 can be used to help their economic growth

International Organizations								
International NGOs	Sharing approaches, tools and best practices	low	low	Collect and disseminate knowledge on FLR	Online through CoP	Throughout	FAO (lead)	Through our CoPs opportunities and experience have been shared as well through targeted webinars on financing for FLR in collaboration with Landscape Finance Lab.
GPFLR	Sharing approaches, tools and best practices	low	low	Disseminate best practices and progress from TRI	Dissemination through GPFLR channels	Throughout	IUCN	Communications' assets are sent to the GPFLR communications working group who then helps with dissemination
Decade movements	Sharing approaches, tools and best practices through the best practices' registry	low	low	Collect and disseminate knowledge on FLR	Dissemination	Throughout	FAO (lead)	FAO is providing support and guidance to TRI countries to capture their implementation lessons using the best practices templates
Research and universities								
Universities and research organization	Providing latest scientific knowledge to project implementers	low	low	Collect and disseminate latest available information with TRI community	online	Continuous through CoP	FAO, IUCN	FAO, IUCN and UNEP use the CoP to disseminate relevant scientific information to guide implementation within TRI countries.

# The Restoration Initiative: Stakeholder Engagement Plan and Partnership Strategy

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## 1. Introduction

The Restoration Initiative was developed in support of the Bonn Challenge in 10 countries, which is led by IUCN together with FAO and UNEP. Being currently implemented, this Program also includes a global project that focuses on global learning, finance, and partnerships for restoration. The participating countries are composed of a diverse set of environmental and social contexts and include Cameroon, Central African Republic, China, Guinea-Bissau, Kenya, Myanmar<sup>11</sup>, Pakistan, Sao Tome and Principe, Tanzania, and the DR Congo.

Spanning two continents and with a diversity of project objectives, the programme offers a wealth of opportunities for knowledge exchange and partnership. TRI supports and facilitates this exchange through annual programme-wide workshops; an online community of practice; and support for harmonized monitoring, learning, and the capture and sharing of experiences. In addition, by providing key supports through a jointly implemented global support project, TRI promises to generate cost savings and enhanced outcomes over a collection of individual projects.

The project has the following components:

### Component 1: Policy Development and Integration

Outcome: Increased national and sub-national commitment to forest and landscape restoration

### Component 2: Implementation of Restoration Programs and Complementary Initiatives

Outcome: 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

Outcome: 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

Outcome: Increased effectiveness of Program investments among Program stakeholders.

## P. 2. Stakeholder Engagement Plan

To achieve the goal of advancing implementation and the achievement of TRI objectives, each project component has a strong stakeholder focus. Stakeholder engagement processes is central to ensure ownership and buy-in amongst government, private sector, IPLCs, and the public. Different stakeholders require different engagement strategies including the use of social media and high-impact messaging. The TRI Stakeholder Engagement Plan has been guided by the GEF guidelines on stakeholder engagement and the [IUCN ESMS policy](#).

IUCN defines stakeholders as ‘persons or groups who may have an interest (“stake”) in the outcome of a project, are likely to be able to influence the project and/or who are potentially impacted by the project, whether positively or negatively.’ The implementation of this GEF project is stakeholder-driven, country-led, and country-driven. Stakeholder participation is important for creating awareness about the project, providing an opportunity for the various actors to contribute their views, clarifying the roles of key stakeholders in project formulation and implementation, and ensuring ownership of the project. Meaningful, effective, and informed participation of stakeholders in the development and implementation of projects is an essential principle of IUCN’s project management practice.

### 2.1. *Creating Institutional Framework for Stakeholder Engagement*

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.

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<sup>11</sup> Myanmar suspended operations in Nov 2021 due to political unrest.



The TRI Program’s strategic approach builds on the premise that successful adoption and implementation of FLR at scale is contingent upon several factors. First, enabling conditions including policies and land use plans that incentivize investment in restoration, support implementation of restoration, and remove perverse incentives to deforest and degrade land need to be in place (Component 1). Second, strengthened capacity and institutional support for planning, managing, and monitoring FLR is needed (Component 2). 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 (Component 3). Fourth, enhanced learning and adaptive management are critical elements for supporting FLR and need to be integrated into restoration programs at all levels (Component 4). If these factors are addressed in countries where substantial opportunities and support for restoration are present, 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.

The TRI Program is governed by a three-tiered structure (Figure 1), guided by the Program Advisory Committee (PAC), made up of representatives from the IAs, the GEF, and external partners with FLR expertise. The PAC meets annually to provide strategic advice, review progress, and support program and child project-level partnerships to achieve objectives, specifically the mobilization of funding for FLR. This architecture of Implementing Agencies is led by a Project Steering Committee (PSC), accountable for program delivery and achievement of expected program level outcomes. Information shared during these meetings allows relevant program level decisions to be taken, or project level suggestions to be made.

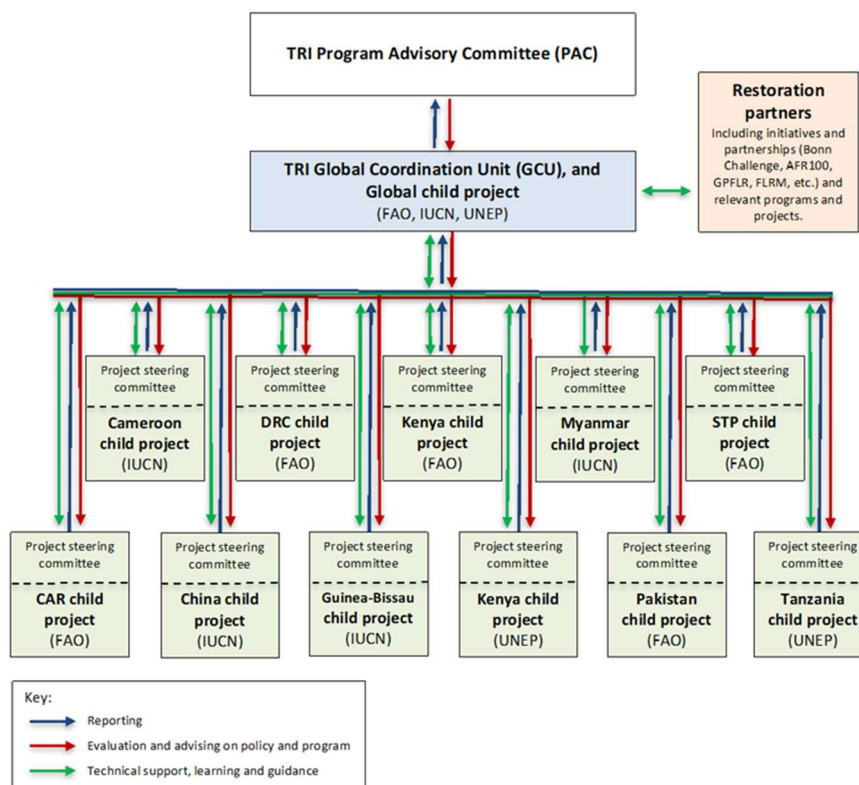


Figure 1: TRI Program institutional structure

Overall, the three-tier governance structure provides adequate upstream and downstream communication and integration between the levels as well as lateral communication with sector experts, ensuring effective project implementation and governance.

IUCN is the lead agency responsible for the TRI Global Child Project and is responsible for leading Components 1 and 4 & TRI coordination and adaptive management. Component 1 is oriented to the management of the Program and of the Global Child project. The IUCN houses the Global Coordination Unit (GCU). The PSC and the GCU have developed a communications strategy and provides advocacy at the global level for FLR. Component 4 seeks an in-country enabling environment and increased national and sub-national commitments to FLR.

Component 2 is managed by the FAO with activities in knowledge management and training and seeking to disseminate knowledge to project stakeholders. They compile and promote learning on FLR.

Under Component 3, UNEP Finance (UNEP FI) develops initiatives to increase capacities and mobilize resources to support sustainable financing of FLR. They provide 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.

Stakeholder engagement means a process involving stakeholder identification and analysis, planning the actual forms of engagement and implementing the actions. Engagement strategies include dissemination/disclosure of information, consultation and engagement/participation – during all phases of the project cycle-, addressing, grievances and on-going reporting to stakeholders.

Dissemination/disclosure of information is making relevant project documents and activities available to the public in a manner that the documents are accessible to Civil Society Organizations (CSO) and other stakeholders.

Consultation involves information exchanges with stakeholders with the objective to obtain public feedback on the analysis, design features of the project, implementation and monitoring/evaluation and/or other decisions. Stakeholder participation is when stakeholders collaboratively engage in design and implementation of activities, and monitoring and evaluation of project outcomes.

Engagement in governance/management of the project to enable their participation in strategic decisions: Describe the groups that will be engaged in governance or management mechanisms set-up for the project or in specific strategic decisions, provide the rationale for this role (e.g. their importance), explain the mechanisms (e.g. steering committee, advisory group etc).

Engagement through programmatic activities: Describe the groups that will be engaged in the implementation of specific project activities or in events that complement programmatic activities; indicate the respective activities (could include a reference to the numbering).

Resources and Responsibilities: Indicate what staff and resources will be devoted to managing and implementing the Stakeholder Engagement Plan. Who of the executing entities and within the project team will be responsible for carrying out these activities?

Stakeholder analysis				Stakeholder plan			
Stakeholder (SH)	Role, main activities and capacity/expertise in areas related to the project	Potential influence on the project	Potential impact of the project on stakeholders	Purpose of the engagement	Engagement strategies (see definitions above)	Frequency and timeline of engagement	Which IA will do this?
Government agencies							
Ministries of Environment and or Forestry	Leading role in planning, implementing and reporting of FLR interventions	Large	Large	Knowledge sharing and advocacy to improve FLR enabling environment	PIP, KS events, capture and dissemination of good practices	Continuous	FAO, IUCN, UNEP
CSO							
Young FLR practitioners	Starting career in FLR with some practical experience	Low	Medium	Capacity development on FLR	Online course in collaboration with ELTI Yale	Geographical cohort	FAO
National and local NGOs	Supporting FLR interventions	medium	medium	Knowledge capture and dissemination and capacity development on tools/approaches	Online events mainly	Continuous	FAO
Decade partners	NGOs based in TRI countries	Medium	Medium	Identifying opportunities to plug in TRI projects with future opportunities	Engagement through one introductory event and follow up with bilaterals as needed	One event Q2 2023 and bilateral follow up throughout the year	IUCN

Private Sector							
Early on entrepreneurs	Develop and implement restorative enterprises	Large	Low-Medium	Capacity development and KS on business development	Online and hybrid	Twice (one global and one targeting Kenya)	UNEP, FAO
Impact investors	Access to grants and other finance instruments	Small	Low-Medium	Co-design financial instruments, provide expertise on financial access	Online	Event based	UNEP (lead), FAO, IUCN (opportunistic)
Restoration project developers	Inform design of restorative enterprises and open up market opportunities	Medium	Low-Medium	Give market access opportunities to TRI-supported ventures	Hybrid	Event based	UNEP (lead), FAO, IUCN (opportunistic)
International Organizations							
International NGOs	Sharing approaches, tools and best practices	low	low	Collect and disseminate knowledge on FLR	Online through CoP	Throughout	FAO (lead)
GPFLR	Sharing approaches, tools and best practices	low	low	Disseminate best practices and progress from TRI	Dissemination through GPFLR channels	Throughout	IUCN
Decade movements	Sharing approaches, tools and best practices through the best practices' registry	low	low	Collect and disseminate knowledge on FLR	Dissemination	Throughout	FAO (lead)
AFR100							
Bonn Challenge							

GEF							
Research and universities							
Universities and research organization	Providing latest scientific knowledge to project implementers	low	low	Collect and disseminate latest available information with TRI community	online	Continuous through CoP	FAO, IUCN

## 2.2. Means of communication

The project engages or communicates with various identified stakeholders as outlined below.

persons or groups who may have an interest (“stake”) in the outcome of a project, are likely to be able to influence the project and/or who are potentially impacted by the project, whether positively or negatively

Stakeholder Group	How is the stakeholder communicated?
Stakeholders to be affected, directly or indirectly, by the outcomes of the Project implementation	Project website Brochures and national reports on restoration TRI d-groups
Internal stakeholders who are involved in project implementation	Meetings, exchange of minutes, memos, and official letters Regular emails and virtual calls TRI d-groups
Particularly vulnerable social groups (women, children, marginalised societies)	Consultation meetings – providing information, exchange of documentation and correspondence associated with projects. TRI website and TRI d-groups
External stakeholders who participate in the Project implementation	Exchange of correspondence, meetings, training courses, design supervision TRI website and TRI d-groups
County governments and state corporations	Progress reporting, project decisions and data usage decisions Official letters and/or emails
Government ministries	Official letters and/or emails
Non-governmental organizations (NGOs) interested in the Project	Direct or virtual meetings, Official letters or emails

## 2.3. Monitoring and Reporting

Monitoring is an integral component of project management as it tracks and assesses progress towards achieving tangible development results associated with the project being implemented. It is an essential management tool which provides an opportunity to know whether results are being achieved as planned, what corrective action are needed to ensure delivery of the intended results and how they are making positive development contributions. This helps to detect problems earlier and coming up with appropriate measures to address them. Therefore, monitoring usually provides data used for analysis and synthesis prior to reporting for decision making.

In accordance with the IUCN ESMS and the GEF guidelines, the following are the minimum stakeholder engagement indicators that the project is required to monitor and report on:

1. Number of government agencies, civil society organizations, private sector, forest dependent peoples/communities, and other stakeholder groups that have been involved in the project implementation phase.
2. Number persons (sex-disaggregated) that have been involved in the project implementation phase.
3. Number of engagements (e.g., meetings, workshops, and consultations) with stakeholders.

During the implementation stage of this project, the project implementing agencies report on the stakeholder engagement via the annual PIRs.

The tentative reporting format is as follows:

<b>Parameter</b>	<b>Monitoring and reporting responsibility</b>	<b>Reporting period</b>
<b>Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups that have been involved in the project implementation phase</b>	GCU	Annual via PIR
<b>Number persons (sex disaggregated) that have been involved in project implementation phase</b>	GCU	Annual via PIR
<b>Number of engagement (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase</b>	GCU	Annual via PIR
<b>Percentage of stakeholders who rate as satisfactory. the level at which their views and concerns are considered by the project</b>	IUCN GEF agency	Annual via PIR
<b>Grievances handling mechanism – how grievances are received and results communicated to all stakeholders</b>	GCU	Annual via PIR

#### **2.4. Resource and Responsibility**

The GCU in IUCN, as the lead implementing agency, is responsible for planning and budgeting for stakeholder engagement. In each country, the implementing agency, in coordination with the executing agency and the government, is responsible for facilitating and documenting stakeholder engagement.

The Program Coordinator is responsible for executing the Stakeholder Engagement Plan and overall compliance with the IUCN ESMS. Moreover, the country implementing agency and executing agency(ies) are responsible for supporting the implementation of the appropriate and inclusive consulting process for their respective country. As stakeholder engagement is a core part of project activities, the budget for stakeholder engagement activities has been incorporated into the project budget. The stakeholder engagement updates will be provided annually via the PIRs.

#### **2.5. Grievance Mechanism**

IUCN has an institution wide ESMS grievance and redress mechanism in place to address stakeholders' complaints related to issues where IUCN projects have failed to respect ESMS principles, standards, and procedures. The aim of the grievance mechanism is to provide people or communities fearing or

suffering adverse impacts from a project with the assurance that they will be heard and assisted in a timely manner. The grievance mechanism is designed to enable the receipt of complaints of affected people and public concerns regarding the environmental and social performance of the project. In short, the aim of the mechanism is to provide people fearing, or suffering, adverse impacts with the opportunity to be heard and assisted. It is designed to address the concerns of the community(ies) with a particular project, identify the root causes of the conflicts, and find options for the resolution of grievances. Therefore, it is an essential tool to foster good cooperation with project stakeholders and ensure adequate delivery of previously agreed-upon results.

This mechanism is designed to:

- Address potential breaches of IUCN's policies and procedures;
- Be independent, transparent, and effective;
- Be accessible to project-affected people;
- Keep complainants abreast of progress of cases brought forward; and
- Maintain records on all cases and issues brought forward for review.

The lead agency, IUCN is responsible for informing project-affected parties about the grievance mechanisms. Contact information of the staff member responsible for the grievance mechanism in the PMU is made publicly available.

IUCN Contact: forests@iucn.org

Complaints may be submitted in the Affected Party's native language and should include the following information:

- Complainant's name and contact information;
- If not filed directly by the complainant, proof that those representing the affected people have authority to do so;
- The specific project or program of concern;
- The harm that is or may be resulting from the project;
- The relevant Environmental and Social Safeguards policy or provision (if known);
- Any other relevant information or documents;
- Any actions taken so far to resolve the problem, including contacting IUCN;
- Proposed solutions; and
- Whether confidentiality is requested (stating reasons).

The TRI will respond within 15 business days of receipt, and claims will be filed and included in project monitoring.

### **Q. 3. TRI Partnership Strategy**

#### **3.1. Background**

The Global TRI child project is responsible for overall coordination, monitoring, and facilitating the adaptive management of the TRI Program, while at the same time providing key support along each of the four program components. It 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. For the purposes of this strategy, a partner is defined as 'a collaborating organisation who has an integral role in the implementation of the TRI Global Child Project.'

This TRI partnership strategy reflects the relationship and division of roles and responsibilities between the three IAs at the Global Child Project level and the external partners that they interact with.

#### **3.2. Partnership Modality**

The SEP has outlined the project executing and implementing modality which showcases how the three IAs work within the TRI Global Child Project. In addition, each agency also has direct relationships in their role as the GEF IAs for the National Child Projects as illustrated in Table below:



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

\* Myanmar suspended operations in Nov 2021 due to political unrest

TRI partners contribute to the creation of an enabling environment for FLR and catalyze change among key actors by convening key FLR stakeholders; co-generating knowledge and experience in what works

and why; partnership development; network strengthening; technical advice; solution development; provision of tools, information, systematic and objective analysis on restoration opportunities, costs and benefits; capacity building in key areas including mobilization of FLR finance; and by channelling finance for implementation of FLR.

The table below outlines the parameters and the engagement of IAs within the Global Child Project

Parameters	Responsible agency(ies)	Partner(s)	Roles and responsibilities
<b>Global Child Project Management</b>	IUCN	FAO, UNEP	The GCU comprises of Program Coordinator from IUCN and focal points from IAs. IUCN leads the work of the GCU.
<b>Monitoring and Evaluation</b>	IUCN	FAO, UNEP	Under the project design, IUCN is responsible for the overall M&E. IUCN has a dedicated M&E team that support TRI.
<b>Project communications</b>	IUCN	FAO, UNEP	The TRI uses the d-groups as the main channel to communicate with partners and stakeholders alike. IUCN manages project communications for Global TRI.
<b>Knowledge generation</b>	FAO	IUCN, UNEP	The TRI partners each contribute. The component on knowledge is led by FAO.
<b>Knowledge sharing</b>	IUCN, FAO, UNEP		A TRI d-group has been established, managed by the GCU and is used to communicate with TRI partners and stakeholders
<b>Project reporting</b>	IUCN	FAO, IUCN	The annual PIR is coordinated by IUCN and supplemented by partners FAO & IUCN.
<b>Program Advisory Committee management</b>	IUCN		IUCN coordinates and communicates with PAC for meetings and management. IUCN GCU coordinates and compiles the annual program report for the PAC and other partners.
<b>Communication to GEF Secretariat</b>	IUCN GEF unit		The IUCN GEF unit deals with all communications to the GEF Sec
<b>Communication to GEF Independent Office of Evaluation (IOE)</b>	IUCN GEF unit		The IUCN GEF unit deals with all communications to the GEF IOE

The TRI Program has also been instrumental in leading the way on forest landscape restoration. Spanning two continents and representing the largest on-going Global Environment Facility investment in restoration, the TRI works with global partners external to the project to inform science and policy on FLR.

The table below lists the main external partners of the TRI project by component.

Component	Responsible Agency	Partner name	Role of Partner
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1 & 4	IUCN	Global Partnership on Forest Landscape Restoration (GPFLR)	Provide global policy outlook on FLR
		Bonn Challenge	Support the child projects in
		UN Decade on Ecosystem Restoration	
		Global Environment Facility	
		Restoration Barometer	Restoration Barometer is the tool developed to support Bonn challenge pledgers to monitor their progress. All the TRI countries have received support to either complete a full application or a rapid application of the Barometer.
2	FAO	Yale School of the Environment through its <a href="#">Environmental Leadership and Training Initiative</a> (ELTI)	Capacity development and knowledge sharing
		Landscape Finance Lab	Capacity development and knowledge sharing
		Bioversity International	Capacity development and knowledge sharing
		WRI	Capacity development and knowledge sharing
		UN Decade on Ecosystem Restoration (Task Forces on Best Practices and Monitoring)	Collection of best practices and sharing of tools/information
		The Economics of Ecosystem Restoration (TEER)	Collection of best practices and sharing of tools/information
3	UNEP FI	Bridge for Billions	Incubation program for eco-preneurs (Restoration Factory)
		Partnerships for Forest	Guidance on monitoring and evaluation and knowledge sharing
		UN-REDD Programme	Dissemination of the entrepreneurship tools developed by the TRI, knowledge sharing
		European Forest Institute (EFI) EU-REDD+ Facility	Development of the finance flow tracking methodology
		Landscape Finance Lab	Knowledge sharing

## R. Annex 5 – Management Responses to MTR Recommendations

# Management Responses – Mid Term Review of TRI Global Learning, Finance, and Partnerships project– August 2022

### Background

This MTR fulfils the IUCN Monitoring and Evaluation Policy to conduct an independent final evaluation for the purpose of assessing the results of the intervention. It also responds to GEF requirements in terms of Monitoring and Evaluations. The expectation for this review was that the findings and recommendations will inform learning and improvement; accountability; evidence-based management and decision-making; adaptations in project implementation and help IUCN, FAO and UNEP (the IAs) to identify any needed course corrections in the project’s approach and activities and bring valuable external reflections to help strengthen the project and complement the MEL system.

IAs’ Management Response, presented here, addresses the fourteen (14) recommendations put forward by the reviewers and for which they suggested actions.

The PSC will lead the implementation and tracking of the actions to implement the recommendations below and will count on the support of several other units named here with shared responsibility for the actions and intended results. Every individual/Agency requested to act (listed below) has been consulted and commented on this response and agreed on the planned actions. The final evaluation is available [here](#).

### Evaluation Management Responses

Project identification data			
<b>Project title:</b>	TRI Global Learning, Finance, and Partnerships		
<b>Date started:</b>	27.07.2016	<b>Registration n°:</b>	P02339
<b>Date closed:</b>	28.05.2024		
<b>Project manager:</b>	<b>Programme/office:</b>		
Adriana Vidal	Forest and Grasslands Team	IUCN DC	

Management Response Summary Data	
<b>Name of evaluation or midterm review:</b> MTR- TRI Global Learning, Finance, and Partnerships project <b>Date received:</b> 17.08.2022	<b>Unit/person responsible for managing/tracking follow-up:</b> TRI Global Child Project PSC / Florian Reinhard and Adriana Vidal
<b>Date Management Response approved:</b> September 20 <sup>th</sup> , 2023 <b>Last updated:</b> July 12, 2023	<b>Units/individuals requested to act:</b> IUCN: Carole Saint-Laurent, Adriana Vidal, Florian Reinhard FAO: Christophe Besacier , Benjamin de Ridder, Caterina Marchetta, Carolina Gallo Granizo UNEP: Daniel Pouakouyou, Jonathan Gheysens

Recommendations	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update Q2 2023)	Responsibility
<i>List each recommendation from the report, one per row.</i>	<i>e.g. Agree, partially agree or disagree (explain as needed)</i>	<i>What is the intended result of the action you plan to take?</i>	<i>Actions should be SMART – Currently, this is the timeframe suggested by the consultant but can be revised</i>		<i>Responsible unit/person leading on the planned action</i>
<b>Recommendation 1: Project Strategy and Design</b> 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.	<b>Agree.</b> it is aligned with Output 1.2.1 that included a program and project level M&E system with an M&E Framework. Moreover, the suggestion to improve outcomes and indicators to help with measuring the global child project progress is well taken.	Improve M&E of the global child project to guide a better execution of this component	Update the M&E framework of the global project taking on board the MTR recommendations. 2 months	Done	IUCN MEL Officer
<b>Recommendation 2: Progress Towards Results</b> 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.	<b>Agree.</b> The partnership strategy is under Output 1.1.5 and should be formalized in a document and updated annually. Agree that it could be part of the Stakeholder	Have a more systematic approach to the interaction of the global project with stakeholder and partners as well as to documenting	Develop the Stakeholder Engagement Plan that includes a Partnership Strategy 4 Months	Done	GCU Project Manager

Recommendations	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update Q2 2023)	Responsibility
	Engagement Plan required by the GEF				
<b>Recommendation 3: Progress Towards Results</b> 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.	<b>Agree.</b> The actions that respond to recommendation 1 are applicable here.	See responses to recommendation 1	See responses to recommendation 1 3 Months	Done	IUCN MEL Officer
<b>Recommendation 4: Progress Towards Results</b> 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.	<b>Partially Agree.</b> Resources previously earmarked for finance partnership development will be reallocated to enhance the value chain of business development solutions that started with the Restoration Factory, looking at tools both upstream (early-stage support and identification) and downstream (market access) of the incubation program. However, we consider that the collaborations that will be established to create this business development value chain approach can be considered to contribute to partnerships, hence negating the need to forgo or change the target.	Develop, through an integrated suite of TRI-funded solutions, a pipeline structure that can accompany and stimulate the development of restoration-focused enterprises, from ideation to market validation and commercial close.	Develop and deploy a tool to better screen and guide early-stage restoration ventures on considerations pertaining to their commercial development (6-12 months) Strengthen relationship with market intermediaries to provide ventures that graduated from the Factory with facilitated commercial opportunities (12 months) Establish or reinforce links with the finance community to enable faster unlocking of investments if and when the conditions are right	Done	UNEP Project Manager
<b>Recommendation 5: Progress Towards Results</b> 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.	<b>Agree.</b> Preparation of the cost extension is underway and include the elements mentioned under recommendation 4 that would strengthen the formalization of an investment pipeline to support FLR business development through the various key stages, from ideation, business planning to market access and finance mobilization	Enable the continuation of the project in support of the TRI child projects	ASAP	Done. GEF rejected cost-extension request.	GCU Project Manager
<b>Recommendation 6: Project implementation &amp; Execution Modality</b> 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.	<b>Partially agree.</b> <u>Agree</u> to change the modality of the PAC meetings to an online format. Paragraph 100 of the project document explains "The PAC will be comprised of representatives from IUCN, FAO, UN Environment, the GEF, as well as representatives from some or all of the TRI countries (TBD), and relevant external partners" hence online	More participants into the PAC meetings and input and feedback received from more actors.	The next PAC meeting will occur in a digital format. 6 months	Done.	GCU Project Manager

Recommendations	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update Q2 2023)	Responsibility
	meetings will facilitate more participation. <u>Disagree</u> with opening the PAC meetings to external observers as the matters discussed could be sensitive. Instead, the PSC invites PAC members from external organizations with great expertise and representativeness is ensured.				
<p><b>Recommendation 7: Project implementation &amp; Execution Modality</b> 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.</p>	<p><b>Agree.</b> External PAC members are usually chosen following the criteria of relevant partnerships; therefore, this recommendation reflects an ongoing process.</p>	Diverse PAC membership that brings partners relevant to TRI to the conversation	At the next PAC meeting 6 Months	Done.	GCU Project Manager
<p><b>Recommendation 8: Project implementation &amp; Execution Modality</b> (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:</p> <p>(a) yearly Project workplans that are developed and approved collaboratively between IAs within the PSC. It is not necessary to develop them together, they should be discussed and approved.</p> <p>(b) Revisit the workplan quarterly or on a semester basis to review progress. This does not need to be an extensive review, but rather a check-off of the progress towards completing 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 for 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) document the minutes or act for the file.</p>	<p><b>Partially agree.</b></p> <p><u>Agree</u> on all the steps listed to improve the documentation regarding implementation and execution. Note that all this documentation was already created in March 2022 and processes are in place for (c) as part of the current PIR cycle.</p> <p><u>Disagree</u> on the full-time project coordinator position. Instead of a full time project coordinator which was needed at the beginning of the project, based on the current implementation status and timeline it is proposed to have a coordinator at 60% and expand other positions as follows: i) a support staff member 100% (that can carry out day to day activities with the guidance of the project coordinator), iii) communications lead, M&amp;E lead and policy lead at 50% each iv) thematic experts to enhance gender and biodiversity impacts (30% each). The project budget does not allow for these positions to be funded hence this will be included in the cost-extension.</p>	Continue the improvements started in March 2022 regarding the documentation and processes to follow up on implementation and execution. Increase budget through a cost-extension to improve team member composition to enhance project delivery.	The proposed member composition will be included in the cost-extension to be submitted to the GEF ASAP	Since March 2022, documentation, and processes to follow up on implementation and execution are in place.	GCU Project Manager
<p><b>Recommendation 9: Project implementation &amp; Execution Modality</b> 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.</p>	<b>Agree</b>	Facilitate keeping records and track of decisions made among IAs.	Done.	This was done in March 2022 by creating a Teams group with shared folders and minutes	GCU Project Manager

Recommendations	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update Q2 2023)	Responsibility
				of all PSC and team meetings.	
<p><b>Recommendation 10: Project implementation &amp; Execution Modality</b></p> <p>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.</p>	<b>Agree</b>	The global child should maximize the opportunities to capture learnings and impacts at the country level as well as enhance implementation of the global child through taking advantage of synergies among IAs.	Specific options will be proposed in the cost-extension to the GEF in order to capture learnings and impacts. Separately, GCU will conduct a dependencies' analysis to identify ways to take advantage of the IAs synergies. 6 months	In previous PSC meetings some options have been discussed regarding capturing learnings and impacts, some of them which will be rolled out in Q4 2022.	GCU Project Manager
<p><b>Recommendation 11: Project implementation &amp; Execution Modality</b></p> <p>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</p>	<b>Disagree.</b> Although having a more collaborative relation with the country projects is needed, this should focus on project implementation. Looking for opportunities for developing new projects and staff (not clear the latter) would necessitate resources to develop new proposals which seems to be beyond the objective of this project. Note that in several country child project the development of new project proposals in under the finance component.		ASAP		
<p><b>Recommendation 12: Risk Management</b></p> <p>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 in order to monitor the ongoing activities and ensure that they are being effective to mitigate the related risk.</p> <p>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>	<b>Agree.</b> The PIR template already includes a section on critical risk assessment where we log risks, categories and responses. The GCU will create an adaptive management practice log as per this recommendation, to be updated biannually. The risk assessment log will be managed as explained in c).		3 Months	Done	GCU Project Manager
<p><b>Recommendation 13: Social and Environmental Safeguards</b></p> <p>A rescreening should be done every year to avoid effects related to changing conditions</p>	<b>Agree.</b> This is done every year under the PIR template.		None	Done.	GCU Project Manager
<p><b>Recommendation 14: Sustainability</b></p> <p>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.</p>	<b>Agree.</b> A cost-extension request is under preparation and will be shared with the GEF in 2022.	To obtain additional funds to undertake planned activities and realize full potential of TRI.	ASAP	Done.	GCU Project Manager





S. Annex 6 – New results framework in track changes

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
<b>Global Environmental Goal:</b> 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.								
<b>Project Development Objective:</b> 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.								
<b>Component 1. TRI Coordination and Adaptive management.</b>								
<p><b>Outcome 1.1:</b> 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. <b>Outcome 1.1:</b> A well-managed, collaborative, functional and sustainable adaptive management framework for the TRI Program.</p>	<p>–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><u>Percentage of adaptive measures identified implemented</u></p> <p><u>Management effectiveness score</u></p>	<p>Inadequate mechanisms for collaborating, sharing and integration of TRI best practices among TRI and non-TRI countries and partners. Program is implemented according to plans and measures envisioned at design stage</p> <p><u>Management effectiveness is unknown</u></p>	<p>–TRI portal and systems permitting effective collaboration among TRI partners and stakeholders operational and in use</p> <p>– Percentage of adaptive measures identified implemented</p> <p><u>Management effectiveness score is Annual Project reviews rate coordination efforts as “satisfactory” or above, with evidence of cross-fertilization among child projects.</u></p> <p>–Independent midterm review of Global Child Project &amp; TRI Program rates progress towards TRI objective as “satisfactory” or above.</p> <p>–Maintenance of active engagement with at least 2 key partners, such as regional FLR initiatives, investors, NGOs, platforms, fora and other organizations.</p>	<p>–TRI Portal and systems permitting effective collaboration among TRI partners and stakeholders</p> <p>–Annual Project reviews rate coordination efforts as 100% of the identified adaptive measures have been implemented</p> <p><u>Overall Management effectiveness scoring is “satisfactory” or above, with evidence of cross-fertilization among child projects.</u></p> <p>–Independent terminal review of Global Child Project &amp; TRI Program rates progress towards TRI objective as “satisfactory” or above.</p> <p>–Maintenance of active engagement with at least 4 key partners, such as regional FLR initiatives, investors, NGOs, platforms, fora and other organizations.</p> <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.</p>	<p>–TRI portal usage metrics and satisfaction survey</p> <p>–Adaptation log book</p> <p><u>Survey on management effectiveness among all child project Annual Program and Project reviews</u></p> <p>–Annual work plans of TRI child projects</p> <p>–Independent midterm review and Terminal evaluation</p> <p>–New GEF approved projects and programs</p>	Semi-annual	IUCN	<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. GCU has access to necessary information to make decisions and take adaptive measures</p>
<p><b>Output 1.1.1:</b> TRI Coordination Unit (GCU) established, operational and providing overall coordination and support services to facilitate</p>	<p><u>Coordination Unit established and providing effective support</u> <u>Number of GCU meetings</u></p>	<p>GCU being established</p> <p>N/A</p>	<p>GCU functioning and providing effective overall coordination support <u>20 GCU meetings. All GCU members meet at least once every 6 weeks (8 times/year)</u></p>	<p>GCU functioning and providing effective overall coordination support <u>40 GCU meetings. All GCU members meet at least once every 6 weeks (8 times/year)</u></p>	<p>Coordination Unit TORs; Meeting minute; <u>Annual internal reviews; Independent midterm review and Terminal evaluation.</u></p>	Semi-annual	IUCN	<p>TRI national child projects see value in coordination of efforts and capture of synergies, participate in regular meetings, and are responsive to recommendations and</p>

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
achievement of TRI program outcomes	<a href="#">Percentage of action point identified during GCU meeting implemented</a>		<a href="#">100% of identified action points are implemented</a>	<a href="#">100% of identified action points are implemented</a>				services to be provided from GCU
<b>Output 1.1.2:</b> Program Advisory Committee (PAC) established and guiding overall progress of TRI	<a href="#">Program Advisory Committee (PAC) established and providing effective guidance</a> <a href="#">Number of PAC meetings</a>	<a href="#">PAC being established</a> 0	<a href="#">PAC functioning and providing effective guidance</a> <a href="#">2-3 PAC meetings. (1/year)</a>	<a href="#">PAC functioning and providing effective guidance</a> <a href="#">5 PAC meetings. (1/year)</a>	<a href="#">PAC TORs; Meeting minutes; Annual internal reviews; Independent midterm review and Terminal evaluation.</a>	<a href="#">Annual</a> <a href="#">Semi-annual</a>	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
<b>Output 1.1.3:</b> Project Steering Committee (PSC) established and providing oversight of Global Child project	<a href="#">Project Steering Committee (PSC) established and providing effective guidance</a> <a href="#">Number of PIRs and consolidated program report approved by the PSC for GEF submission</a>	<a href="#">PSC being established</a> 0	<a href="#">PSC functioning and providing effective guidance</a> <a href="#">2-3 PIR approved (1/year)</a> <a href="#">2-3 consolidated report approved (1/year)</a>	<a href="#">PSC functioning and providing effective guidance</a> <a href="#">5 PIR approved (1/year)</a> <a href="#">5 consolidated report approved (1/year)</a>	<a href="#">PSC TORs; Meeting minutes; Annual internal reviews; Independent midterm review and Terminal evaluation.</a> <a href="#">PIR; Consolidated Annual Report; GEF platform</a>	<a href="#">Annual</a> <a href="#">Semi-annual</a>	IUCN	TRI Implementing Agencies are committed to work together and provide concerted support to all TRI national child projects
<b>Output 1.1.4:</b> 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	<a href="#">1</a> Global Communications and Outreach strategy developed and being implemented with demonstrated progress against Strategy objectives	<a href="#">1</a> 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 development and implementation of Communications and Outreach strategy
<b>Output 1.1.5:</b> Development and implementation of TRI Partnership strategy for effective external engagement	Partnership strategy developed and operational	Partnership strategy under development	<a href="#">1</a> Partnership strategy developed and being implemented with demonstrated progress against Strategy objectives	<a href="#">1</a> 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
<b>Output 1.1.6:</b> Information system and TRI web portal for dissemination of information about the program functioning and regularly updated.	TRI web portal operational	Nil	<a href="#">1</a> 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.	<a href="#">1</a> 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
<b>Outcome 1.2:</b> Progress of TRI Program is systematically monitored, reported, and assessed	<a href="#">Monitoring tools in use and yielding useful progress tracking information</a> <a href="#">Type of adjustments made based on data collected</a>	No data being collected	Appropriate data is being collected and course adjustments being made if necessary. Mid-term review completed.	<a href="#">Reports and evaluations published on schedule; Biannual review meetings monitor and guide Program performance.</a> <a href="#">Appropriate data is being collected and course adjustments being made if necessary.</a> <a href="#">Final evaluation completed.</a>	Technical progress reports, MTR, final evaluation, <a href="#">value for money assessments</a> <a href="#">adaptive management practice log</a>	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
<b>Output 1.2.1:</b> TRI Program-level M&E system established and operational with effective linkages to all TRI national projects	<a href="#">Effective M&amp;E system established and operational</a> <a href="#">Percentage of Child Project reporting on 9 core program indicators</a>	M&E strategy and guidance note available	<a href="#">Enhanced M&amp;E strategy based on MTR findings</a> <a href="#">70% of all Child projects properly report on 9 core program indicators</a>	<a href="#">Lessons learnt from M&amp;E system developed and available</a> <a href="#">100% of all Child projects properly report on 9 core program indicators</a>	M&E strategy, M&E meeting minutes, <a href="#">MTR, final evaluation</a> <a href="#">PIRs</a>	<a href="#">Annual</a> <a href="#">Semi-annual</a>	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
<b>Output 1.2.2:</b> Timely <a href="#">biannual</a> Project and Program	Number of <a href="#">biannual</a> Project and Program	Nil	<a href="#">Biannual</a> 24 Project (12/year) and <a href="#">2</a> Program (1/year)	<a href="#">Biannual</a> 53 annual Project and <a href="#">5</a> Program (1/year)	<a href="#">Biannual</a> Project PIRs and Program Progress Reports, PAC meeting minutes	<a href="#">Annual</a> <a href="#">Semi-annual</a>	IUCN	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
Progress Reports available to PSC and PAC	Progress reports <a href="#">timely submitted</a>		Progress Reports available to <a href="#">PSC and PAC</a>	Progress Reports available to PAC				
<b>Output 1.2.3:</b> 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	-
<b>Output 1.2.4:</b> Tracking of measurable progress on TRI country implementation of FLR commitments	<a href="#">Reporting of country progress on FLR through Bonn Challenge Barometer and other public reports and/or platforms</a> Percentage of TRI countries that have made pledges to the BC that are reporting on the platform	<a href="#">Little to no public reporting of country-wide progress on FLR by TRI countries</a> 0%	50% TRI countries that have made Bonn Challenge pledges report country-wide progress on BC Barometer and 2018 Progress report.	<del>All 80% of TRI countries that have made Bonn Challenge pledges report progress on FLR via Bonn Challenge Barometer and 2020 Progress report and/or other means (for countries that haven't made BC pledge).</del>	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
<b>Component 2. Capture and Dissemination of Best Practices &amp; Institutional Capacity Building</b>								
<b>Outcome 2.1:</b> Improved actionable knowledge on FLR through enhanced tool packages	<a href="#">Number of enhanced packages tailored to NCP needs</a> <a href="#">Percentage of target audience with improved knowledge on FLR</a>	<a href="#">Large available content on FLR implementation and monitoring, however, content is not yet suitable for adoption in-country</a> 0%	<a href="#">Up to 3 packages on selected topics developed</a> 60% of the stakeholders who respond to the Communities' user surveys and feedback forms report that they have gained knowledge about FLR	<a href="#">Up to 5 packages on selected topics developed</a> 75% of the stakeholders who respond to the Communities' user surveys and feedback forms report that they have gained knowledge about FLR	<a href="#">Tools packages-Registration, feedback and survey results</a>	<a href="#">Annual</a> <a href="#">Mid and end point of project</a>	FAO	It is possible to develop packages are useful to most of the NCPs
<b>Output 2.1.1:</b> 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	-
<b>Outcome 2.2:</b> Improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face or virtual meetings	Number of NCPs stakeholders benefiting from face to face or virtual learning linked to TRI	No face to face or virtual learning opportunities linked to TRI	Over 500 NCPs stakeholders benefit from face to face or virtual learning linked to TRI	Over 1000 NCPs stakeholders benefit from face to face or virtual learning linked to TRI	Registration to face to face or virtual events (desegregated by gender)	Annual	FAO	NCPs stakeholders are interested in participating to face to face or virtual meetings
<b>Output 2.2.1:</b> 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
<b>Output 2.2.2:</b> 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	Number of regional workshops/trainings on priority FLR topics at global and regional levels organized	Nil	1 regional workshop/training 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
<b>Output 2.2.3:</b> 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

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
<b>Output 2.2.4:</b> 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 though 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
<b>Outcome 2.3:</b> Improved dissemination of knowledge on FLR to project stakeholders and beyond through online learning journeys	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 opportunities
<b>Output 2.3.1:</b> 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
<b>Output 2.3.2:</b> 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
<b>Outcome 2.4</b> Enhanced collection and dissemination of knowledge gained from TRI experiences by national project teams and stakeholders	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	Documents on knowledge collection and dissemination	Annually	FAO	TRI national project teams and stakeholders are interested in collecting and disseminating new knowledge gained from TRI experiences
<b>Output 2.4.1:</b> National Child project teams are guided in the recording of in-country experiences and lessons-learnt	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
<b>Output 2.4.2:</b> 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
<b>Outcome 2.5:</b> Strengthened global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities	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	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
<b>Output 2.5.1:</b> 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	-
<b>Component 3. Mobilizing Domestic and External Funding for Large-Scale Restoration</b>								
<b>Outcome 3.1:</b> 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 with increased capacity to promote FLR businesses opportunities and investors, engaged in TRI countries stimulate finance mobilization towards FLR	Nil	<a href="#">EIRD tool developed</a> <a href="#">Training program developed TRI business development and finance capacity and training tools taken up by at least 1 TRI partner</a>	<a href="#">Countries utilized EIRD tool</a> <a href="#">Stakeholders trained in FLR TRI business development and finance capacity and training tools taken up by at least at least 5 TRI partners</a>	NCPs reports Progress report	Annually	UN Environment	National partners and Government remain interested and support FLR initiatives
<b>Output 3.1.1:</b> <a href="#">Development and support for utilization of an Enabling Investments Rapid Diagnostic Tool to identify keyKey constraints and enablers for FLR investment in TRI countries are identified</a>	<a href="#">A tool to identify key enabling investments</a> Number of TRI countries using the EIRD participating in The Restoration Factory	Nil	<a href="#">Enabling Investments Rapid Diagnostic Tool The Restoration Factory program</a> developed.	<a href="#">4The Restoration Factory is deployed at least once in all active TRI countries utilize EIRD</a>	NCPs report	Annually	UN Environment	Countries apply the tool
<b>Output 3.1.2:</b> Development and delivery of a capacity building program on FLR <a href="#">business development and finance</a> for TRI countries	A training program on FLR <a href="#">business development and finance</a> available Number of stakeholders trained on FLR <a href="#">business development and finance</a> in TRI countries	Nil	Training program on FLR <a href="#">business development and finance</a> developed	Training <a href="#">conducted in interested carried out for all TRI countries</a> <a href="#">30 Stakeholders trained</a>	<a href="#">Training Content of the training program</a> available at TRI Knowledge Base and UN Environment's website <a href="#">30 stakeholders trained Training registration and attendance list</a>	Annually	UN Environment	Countries are interested in participating in capacity building activities
<b>Output 3.1.3:</b> Development and use of a resource for tracking public and private flows of funding for restoration in TRI countries	<a href="#">Report on FLR finance flows developed Number of Child Projects that receive training on how to track financial flow into FLR activities</a>	No specific mechanism for tracking FLR finance in TRI countries currently in operation	Methodology developed	<a href="#">Resource that allows tracking9 Child Project are trained and provided with techniques to track financial flows on flow into FLR activities</a>	Reports available at TRI Knowledge Base and UN Environment's website	Annually	UN Environment	Sufficient high-quality and accessible data is available
<b>Outcome 3.2:</b> Enhanced opportunities, means and partnerships for financing FLR in TRI countries	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
<b>Output 3.2.1:</b> 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
<b>Output 3.2.2:</b> 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
<b>Component 4. Policy Development and Integration and FLR Monitoring Support</b>								

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
<b>Outcome 4.1:</b> Enhanced in-country enabling environment for FLR, and increased national and sub-national commitment to FLR	Number and type of enabling environment enhancements; Number of new/additional FLR commitments by TRI countries	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 carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.	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 forest and other land uses, and reduced emissions from LULUCF and agriculture.  At least 2 new/additional country commitments to FLR by TRI countries.	Child project reports, MTR, final evaluation, Bonnchallenge.org	Annual		Sufficient political will at national and sub-national levels in TRI 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.
<b>Output 4.1.1:</b> Development and dissemination of relevant case studies and policy briefs on FLR	Number of FLR case studies and policy briefs developed and disseminated	None	7 case studies and policy briefs developed and disseminated	11 case studies and policy briefs developed and disseminated	Case studies and policy briefs, dissemination metrics	Annual	IUCN	
<b>Output 4.1.2:</b> Development and implementation of an outreach and awareness-raising campaign on FLR	<a href="#">FLR campaign implementation Percentage of FLR campaigns organized by NCP supported</a>	None 0%	FLR campaign <del>under development, strategy and plan</del> guidance available	<del>FLR campaign</del> implemented 100% of FLR campaigns for which NCP requested assistance are supported	FLR campaign <a href="#">guidance materials</a> materials, reports <a href="#">regarding support delivered to countries</a>	Annual	IUCN	Awareness campaign is tailored to effectively reach and communicate with local stakeholders in TRI countries.
<b>Outcome 4.2:</b> Strengthened capacity to assess and monitor biodiversity impacts from restoration	<del>Evidence</del> Number of <a href="#">child project with increased knowledge and capacity at different levels</a> to plan for and manage biodiversity impacts from FLR	Insufficient knowledge, 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	<del>Capacity of target audiences strengthened through use of biodiversity monitoring framework, guidelines, tools</del> At least 3 Child Projects with <a href="#">increased knowledge and capacity to plan for and manage biodiversity impacts from FLR</a>	<del>Capacity of target audiences strengthened through use of biodiversity monitoring framework, guidelines, tools</del> At least 6 Child Projects with <a href="#">increased knowledge and capacity to plan for and manage biodiversity impacts from FLR</a>	Target audience surveys	Mid and end point of project	IUCN	Sufficient interest, motivation and political will in TRI countries and other stakeholders to invest time and resources in monitoring biodiversity impacts from FLR.
<b>Output 4.2.1:</b> 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	<del>Published Guidelines</del> <a href="#">Guideline are published and shared with all Child projects</a>	Published Guidelines; dissemination and uptake metrics <del>(e.g. enhanced download data capture)</del> STAR report	Biannual	IUCN	There is sufficient rationale for developing a framework and tools for monitoring impacts to biodiversity from FLR interventions
<b>Output 4.2.2:</b> Piloting and refinement of the framework for monitoring impacts to biodiversity from FLR	Number of sites testing draft Guidelines	Nil	Field testing of Guidelines in (minimum of 4) TRI countries.	<del>Report</del> At least 4 reports capturing results and lessons learned from piloting <del>of</del> Guidelines in <del>each</del> different pilot TRI <del>country</del> countries.	Pilot implementation and analysis report; Biannual Project reports	Biannual	IUCN	Sufficient interest, motivation and political will in TRI pilot countries to co-finance piloting of the monitoring framework.
<b>Output 4.2.3:</b> 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	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	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/ Risks
					Source	Frequency	Responsibility	
		databases and initiatives, and adaptability to local needs and context.						