

CYNOSURE

DRAFT REPORT

Independent Final Evaluation of

“The TRI Global Child Project and TRI Programme”

SUBMITTED TO

International Union for Conservation of Nature

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Acknowledgments

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Executive Summary

The Restoration Initiative (TRI) Programme is a Global Environment Facility (GEF)-supported effort aimed at restoring degraded landscapes, enhancing ecosystem services, and promoting sustainable livelihoods across ten countries in Africa and Asia. This report presents the findings of the independent final evaluation of the GEF TRI Programme and its associated Global Child Project (GCP), commissioned by the International Union for Conservation of Nature (IUCN) in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP). Launched in 2019 and implemented across ten countries in Africa and Asia, the TRI Programme aimed to restore degraded landscapes, enhance ecosystem services, and support sustainable livelihoods, while aligning with key global environmental commitments, particularly the Bonn Challenge. The GCP, functioning as a core component of the TRI Programme, provided overarching coordination, technical support, knowledge exchange, financial mobilization, and policy alignment across national-level child projects.

The final evaluation was conducted to assess the overall performance, achievements, and added value of both the TRI Programme and the GCP. It aimed to determine their relevance, coherence, effectiveness, efficiency, sustainability, and impact in line with international evaluation criteria. The evaluation also served as a learning exercise to identify good practices, lessons learned, and areas for improvement that could inform ongoing and future Forest and Landscape Restoration (FLR) initiatives at global, regional, and national levels.

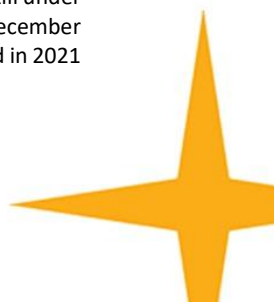
To achieve these objectives, the evaluation adopted a **theory-based and participatory approach**, using a mixed-methods design that combined qualitative and quantitative data collection and analysis. The evaluation was home-based and data collection methods included a comprehensive review of programme documentation, 27 Key Informant Interviews (KIIs), two Focus Group Discussions (FGDs), and an online survey completed by 35 stakeholders. Despite the robustness of the methodology, the evaluation process encountered several limitations. These included difficulties in scheduling some interviews and reliance on remote data collection.

TRI Programme performance Findings¹

The Evaluation found the TRI Programme **relevance** to be **satisfactory** at multiple levels, including global, regional, national, and local levels. At the **global level**, the Programme demonstrated strong alignment with international environmental frameworks, such as the Bonn Challenge, Convention on Biological Diversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention to Combat Desertification (UNCCD), and the Sustainable Development Goals (SDGs), as well as with GEF's strategic priorities and the objectives of the three Implementing Agencies (IAs), IUCN, FAO, and UNEP. The Programme's multi-focal approach, encompassing biodiversity conservation, climate change mitigation, and sustainable land management, aligned well with the evolving direction of GEF, including its shift toward integrated programming.

Regionally, TRI addressed specific environmental challenges in Africa and Asia, complementing initiatives such as African Forest Landscape Restoration Initiative (AFR100) and aligning with national

¹ When reviewing the Programme results, it is to be kept in mind that three of the ten national child projects were still under implementation at the time of this evaluation, including Tanzania (end date December 2026), CAR (end date December 2025), and Kenya Tana Delta (end date June 2025); while the national child project in Myanmar had to be suspended in 2021 due to political challenges in the country.



restoration strategies. At the **national** level, interventions were tailored to each country's development and environmental priorities, for example, Kenya's National Forest Policy, Pakistan's Ten Billion Tree Tsunami, and Guinea-Bissau's National Mangrove Law and Strategy. **Locally**, relevance was demonstrated through strong community engagement, sustainable livelihood initiatives, and gender considerations, though the extent of gender integration varied among countries.

The Programme also exhibited **satisfactory** internal **coherence**. Its Theory of Change, strategic objectives, child projects, and Monitoring and Evaluation (M&E) framework were well-aligned, collectively addressing major barriers to restoration. The three strategic pathways, policy frameworks, integrated landscape management, and FLR financing, effectively guided implementation. While projects were context-specific, they remained consistently aligned with Programme-level goals and were monitored using a unified set of nine Core Indicators (CIs). The Programme also built on lessons from previous GEF investments and encouraged collaboration across countries and with implementing partners, though the structure and intensity of collaboration varied. A notable shortfall was the limited engagement with large-scale private-sector actors, despite their key role in landscape degradation.

In terms of **effectiveness**, the Programme exceeded most of its targets. Significant strides were made in the Programme's outputs on **policy development and integration**, exceeding targets for FLR-related policies and regulatory frameworks in countries like Tanzania, Kenya Arid and Semi-Arid Lands (ASAL), China, the Democratic Republic of Congo (DRC), and So Tomé and Príncipe (STP). Achievements such as Kenya's Climate Change Act, China's guidelines for State Forest Farms (SFFs), and Cameroon's Agroforestry Notebook illustrated tangible progress and community benefits. However, persistent barriers, including political instability, administrative turnover, and delays in policy endorsement, limited full realization of potential outcomes in some contexts. Notably, the Programme supported the establishment of national action plans and legal frameworks that integrated FLR into national priorities, although several policies remained under review or pending formal adoption.

On the ground, the Programme also surpassed its targets for **restoration implementation**. The TRI Programme exceeded its overall targets for hectares restored (108%) and adoption of improved practices (110%), with notable progress in Tanzania, Pakistan, China, and Guinea-Bissau. However, the Central African Republic (CAR), and Kenya ASAL experienced delays. While greenhouse gas (GHG) mitigation results were promising in select countries, the final assessments have yet to be made by most national child projects. The Programme has reached 72% of its overall beneficiary target, with notable community-level successes. Further progress towards this target is anticipated in Tanzania, where the national child project is planned for closure in December 2026.

Community engagement was a critical success factor to promote restoration. Participatory planning and value-chain development were widely employed, while in STP and Tanzania, carbon trading initiatives were also implemented. Examples of effective local involvement included Pakistan's pine nut value chain, Kenya's Tana Delta agricultural diversification, and Guinea-Bissau's mangrove restoration. External factors such as COVID-19, political instability, and security risks posed significant difficulties; and elements inherent to FLR, such as land tenure and water availability also affected implementation. Nevertheless, adaptive management strategies helped mitigate many of these challenges. Specific measures, such as relocation of project sites due to conflict and adoption of digital tools during the pandemic, highlighted the Programme's adaptive capacity.

In enhancing **institutional capacity and financial mechanisms**, the Programme significantly outperformed expectations. It exceeded targets for cross-sectoral mechanisms (367%) and bankable



restoration projects (248%), particularly in Tanzania, Kenya ASAL, China, and the DRC. However, weaker enterprise support and feasibility concerns hindered progress in countries like Cameroon, CAR, and Kenya's Tana Delta. Financial mobilization was another success, with 205% of the target achieved, mainly from governments, international donors, and climate finance institutions. However, the Programme's limited consideration of the role of private-sector investment, particularly from large-scale commercial actors in sectors like agriculture and mining, presented a missed opportunity for sustainable financing and a broader restoration impact in some countries.

Knowledge management, partnerships, and monitoring were also key strengths. The Programme substantially exceeded dissemination targets (250%), with national projects sharing experiences through diverse, locally tailored communications. Initiatives such as Kenya ASAL's webinars, Guinea-Bissau's Conference of the Parties (COP27) engagement, and global, regional knowledge exchanges and South-South knowledge exchanges helped broaden outreach. Stakeholders widely acknowledged the quality and usefulness of knowledge products. Efforts to use accessible formats like visual guides and multimedia content helped overcome literacy and digital access barriers, though the actual reach and utility of these materials remain insufficiently tracked.

The TRI Programme was implemented through a robust **governance** structure designed to support coordination and adaptive management across a multi-country context. IUCN effectively led the Programme as the GEF Lead Agency, providing strategic oversight and ensuring coherence across national child projects. Collaboration with FAO and UNEP was strong, leveraging each agency's comparative advantage and prior partnerships. The GCU played a pivotal role in harmonizing communication, technical support, and monitoring across countries. Implementation responsibilities were clearly delineated and upheld by the three agencies. The Programme also demonstrated adaptive capacity in response to unforeseen challenges, including the COVID-19 pandemic, political instability, and technical complexities. National child projects adapted targets, strategies, and engagement methods to reflect evolving realities, contributing to sustained delivery and contextual relevance.

The Programme established a unified **Monitoring, Evaluation and Learning** framework based on GEF Core Indicators, which supported consistency in reporting across national child projects. The use of shared indicators contributed to tracking progress toward global FLR goals, including the Bonn Challenge. However, inconsistencies in indicator definitions, varying levels of technical capacity, and resource constraints across countries limited the comparability and depth of MEL data. The GCP provided guidance and capacity-building support, but hands-on assistance remained limited in several contexts. Despite these challenges, the Programme successfully developed and shared knowledge products, piloted tools like the Restoration Barometer, and supported global and regional learning exchanges. Long-term impact monitoring remains a gap due to limited funding and institutional capacity.

From an **efficiency** standpoint, the Programme demonstrated strong coordination and adaptability in the face of challenges. Governance structures such as the Project Advisory Committee (PAC), Global Coordination Unit (GCU), and national Project Steering Committees (PSCs) supported effective collaboration. Examples of successful adaptive management included Cameroon's site relocation due to conflict and the use of digital tools in Kenya and China during the pandemic. Although delays were frequent, due to complex designs, multi-layered approvals, and external shocks, financial planning improved over time, with transparent reporting and strategic reallocations enabling more effective



decision-making. However, staffing constraints, budget limitations, and high turnover posed additional challenges for implementation and institutional continuity across multiple countries.

In terms of **impact**, the Programme made substantial contributions to global FLR efforts, surpassing targets in areas such as restored land, improved practices, policy integration, financing, and knowledge dissemination. It catalyzed national and sub-national commitments and improved livelihoods and resilience in various regions. However, assessing long-term ecological and socioeconomic impacts, such as biodiversity recovery, GHG mitigation, and income resilience, was constrained by limited data and incomplete reporting. Gender integration improved over time, with some national child projects demonstrating strong efforts to engage and benefit women, while others faced limitations due to context-specific challenges such as cultural constraints or lack of gender-disaggregated data. More broadly, monitoring of socioeconomic outcomes including gender equity, livelihoods, and community-level benefits, was limited across the Programme. The long-term sustainability of restoration businesses and broader socioeconomic benefits remains difficult to gauge, partly due to the early stage of implementation and challenges in collecting relevant data.

Looking ahead, the Programme laid a strong foundation for **sustainability**. Institutionalization of FLR through policies, national action plans, and cross-sectoral frameworks, such as Kenya's Climate Change Act and China's FLR guidelines, underscored this progress. Community engagement and livelihood-centered approaches further enhanced sustainability prospects. However, slow policy adoption, limited focus on carbon finance mechanisms, and minimal private-sector participation introduced financial and institutional risks. Sustained and enhanced investment in FLR and robust policy enforcement will be critical to maintaining long-term gains.

In terms of materialization of **co-financing**, performance varied significantly across the Programme. Overall, 61% of pledged co-financing materialized, with significant variation among national child projects. While some, such as China and the DRC, met or came close to their targets, others like Guinea-Bissau and Pakistan experienced substantial shortfalls. These were largely attributed to factors such as delayed government disbursements, political instability, and challenges finalizing partner agreements. In several cases, shortfalls in co-financing affected implementation progress and revealed important differences in operating contexts.

The Programme addressed **cross-cutting priorities** such as gender, stakeholder engagement, and environmental and social safeguards. Gender integration improved over time, with several child projects demonstrating efforts to include women in restoration activities and livelihood initiatives. However, inconsistent collection of gender-disaggregated data limited deeper analysis. Stakeholder engagement was broad and inclusive, particularly with government and civil society actors, though engagement with the private sector, especially large-scale actors, was limited. Environmental and social safeguards, including Free, Prior and Informed Consent (FPIC), were generally applied in line with GEF standards.

The Programme upheld GEF **fiduciary standards** across participating agencies. Each implementing agency applied its own internal financial and procurement procedures in compliance with GEF requirements. Financial reporting was transparent, and oversight mechanisms were in place at both global and national levels. Despite some administrative delays and procedural differences, fiduciary risks were effectively managed throughout the Programme.



The table below presents a summary of the overall performance ratings of the TRI Programme, based on the standard GEF evaluation criteria.

Evaluation Criteria	Ratings
Relevance	Satisfactory
Coherence	Satisfactory
Effectiveness	Satisfactory
Efficiency	Moderately Satisfactory
Outcome Rating ²	Satisfactory
Sustainability	Moderately Likely
Programme Implementation	Satisfactory
Lead Agency Implementation (IUCN)	Satisfactory
Other Implementing Agencies (FAO, UNEP)	Satisfactory
Programme M&E (Design)	Satisfactory
Programme M&E (Implementation)	Moderately Satisfactory

Implementation of the TRI Program yielded several **key lessons** to be considered for successful FLR initiatives in the future. Achieving impact at scale requires sustained time, resources, and the inclusive engagement of governments, civil society, the private sector, and local communities. Effective collaboration across institutions with shared mandates can enhance efficiency, especially when built on existing partnerships and expertise. Multi-country programmes benefit from adaptive management approaches that respond to evolving priorities, political shifts, and climate-related disruptions, while national-level success depends on tailoring interventions to local governance, socio-economic, M&E and evaluation systems enable cross-country learning but require strong technical capacity and support. Embedding economic incentives such as payments for ecosystem services, value chains, and carbon finance strengthens community ownership and long-term sustainability. Structured South-South cooperation and gender inclusion, particularly the meaningful involvement of women, are crucial.

Recommendations

1. Programme Design

- **Streamline GEF Processes:** Simplify approval and reporting to avoid delays, especially during GEF phase transitions.
- **Align Start of Child Projects:** Coordinate national project starts, wherever possible, to enhance cross-country learning and cohesive impact.
- **Ensure Flexible TA/CB Funding:** Allocate dedicated, flexible resources for technical assistance and capacity building.
- **Fund Core Programme Roles:** National Child Projects should secure direct funding for key roles (e.g., M&E, communications) to avoid over-reliance on co-financing.

2. Monitoring, Evaluation, and Learning

- **Continued MEL Support:** Continue hands-on assistance to countries with limited capacity.
- **Increase MEL Funding:** Ensure long-term tracking beyond the Programme closure.

3. Operational Efficiency

² The outcome rating is derived from the aggregated assessment of the criteria listed above, following standard GEF evaluation methodology.



- **Broaden Impact Tracking:** Include indicators for capacity, partnerships, communications, and gender.
- **Improve Fund Disbursement:** Reduce administrative delays by using more flexible and decentralized mechanisms for national child projects.

4. Policy and Institutional Support

- **Align with Key Stakeholders:** Collaborate with donors and aligned programs to support FLR policy development and implementation.
- **Close Policy-Implementation Gaps:** Integrate financial planning, enforcement, and institutional support into policy design.
- **Build Government Capacity:** Provide structured training and promote inclusive governance to strengthen FLR execution.

5. Implementation

- **Secure FLR in National and sub-National Budgets:** Advocate for direct government funding to ensure sustainability.
- **Incorporate Climate Risk:** Integrate climate vulnerability assessments into planning.
- **Scale Through Finance:** Explore PES, carbon credits, and value chain integration for long-term investment.

6. Private Sector Engagement & Partnerships

- **Develop Engagement Framework:** Create structured private sector strategies at global and national levels, including SME support and CSR partnerships.
- **Leverage Strategic Partnerships:** Align with existing initiatives and carbon markets through early planning, dedicated resources, and technical expertise.

7. Communication, Knowledge Sharing, & Capacity Building

- **Strengthen Communication Strategy:** Develop from inception, with multilingual outreach and clear M&E.
- **Promote Cross-Country Learning:** Invest in South-South cooperation through structured exchanges, virtual platforms, and mentoring.

8. Gender and Social Inclusion

- **Embed Gender Responsiveness:** Design gender-sensitive programs with specific indicators for women's empowerment, land rights, and leadership in restoration governance.

Global Child Project Performance Findings

The GCP played a pivotal role in ensuring coherence, coordination, and knowledge-sharing across the TRI Programme. By adopting a well-structured, programmatic approach, it significantly enhanced the overall effectiveness of the initiative.

In terms of **relevance**, the GCP aligned closely with global environmental commitments, including the Bonn Challenge, CBD, UNFCCC, UNCCD, and the SDGs, and responded effectively to the strategic priorities of the GEF and its IAs. The division of responsibilities among the three IAs (IUCN, FAO, and UNEP) allowed for targeted support across diverse national contexts, increasing the Programme's adaptability and relevance. This relevance further evolved over time in response to emerging



challenges, such as the COVID-19 pandemic, which prompted the adoption of virtual platforms and the development of innovative tools like the Restoration Factory.

From a **coherence** standpoint, the GCP provided critical technical support, capacity building, and coordination. Governance structures, including the PSC, PAC, and GCU, provided effective strategic oversight. However, coherence was slightly affected by structural limitations, including differing implementation timelines of national child projects and procedural variations among IAs. The GCP's limited resources, comprising 2.9% of total TRI funding, restricted its ability to provide more tailored in-country support, and misalignment between its design and national project expectations at times hampered responsiveness. This was notably lower than the levels of funding typically allocated to coordination functions in more recent GEF Integrated Programs, such as those under GEF-7 and GEF-8, where global components have received relatively larger shares of total programme budgets. While national child projects will require further commitment from national governments in the form of planning and resources.

Regarding **efficiency**, the GCP achieved high financial execution rates (98%) from 2018 to 2024. This success was enabled by a centralized coordination model and adaptive financial planning, particularly in response to disruptions like the pandemic. The use of standardized monitoring frameworks, centralized knowledge dissemination, and shared methodologies, such as the Restoration Opportunities Assessment Methodology (ROAM) and Species Threat Abatement and Restoration (STAR), created economies of scale that enhanced cost-effectiveness. Complementarity among the three IAs was well-leveraged, contributing to efficient delivery. The GCP also effectively complemented global restoration efforts, including AFR100 and the UN Decade on Ecosystem Restoration, avoiding duplication and enriching the broader FLR knowledge ecosystem. The GCP's centralized project management and governance structure were instrumental in ensuring efficient implementation. However, resource limitations curtailed the project's ability to provide more hands-on, tailored support.

In terms of **effectiveness**, the GCP adopted a highly interconnected approach that bridged knowledge-sharing, policy engagement, and financial mobilization. Its technical guides, training events, and knowledge products contributed directly to shaping national and sub-national FLR policy frameworks, helping countries cultivate enabling environments for restoration finance. Tools like the Restoration Factory, along with FAO's e-learning course on developing bankable business plans for sustainable forest-based enterprises, strengthened stakeholders' ability to access funding and develop viable restoration projects. This integrated approach enhanced synergy across thematic areas, though its implementation varied depending on country-specific institutional capacities and available resources. However, the extent of integration varied across countries, influenced by structural constraints, staffing capacity, and the limited resources available for tailored in-country support.

The GCP demonstrated adaptive management, particularly in its response to the Midterm Review (MTR). Key recommendations were acted upon, including revisions to the results framework to better align indicators and targets, enhanced coordination through a finalized Stakeholder Engagement and Partnership Strategy, and improved staffing across M&E, communications, policy, and gender. The project also strengthened digital collaboration through tools such as shared Teams platforms and virtual PAC meetings. Although the project was granted a no-cost extension, the absence of additional funding limited the extent to which long-term sustainability could be addressed.



The GCP played a central role in strengthening **monitoring, reporting**, and coordination across the TRI Programme. It established a harmonized MEL framework, introduced nine Core Indicators, and developed standardized tools such as the Restoration Barometer and OpenForis. These enabled more consistent reporting across national child projects and facilitated knowledge exchange. Midterm evaluations were standardized and conducted across several countries, supporting evidence-based adjustments. However, financial and capacity constraints limited GCP's ability to deliver tailored, in-country MEL support. Reporting inconsistencies remained in specific indicators, and language barriers posed additional challenges. Despite these constraints, the GCP achieved approximately 80% of its MEL-related targets, demonstrating strong progress and impact on programme-wide learning and coordination. In parallel, the IAs collectively ensured timely reporting against the GCP's own results framework through annual PIRs, the MTR, and inputs to the final evaluation.

The **impact** of the GCP was significant in elevating the global profile of FLR. It strengthened coordination and monitoring frameworks across the TRI Programme, introduced technical guidance tools, and fostered policy dialogue. Tools such as STAR, ROAM, and the Restoration Barometer enhanced national projects' data-driven planning and monitoring capabilities. Through global knowledge-sharing platforms, the GCP helped embed FLR principles into broader environmental discourse, empowering national child projects to better deliver on Programme goals. It also played a key role in policy integration and institutional capacity building, contributing to multi-stakeholder engagement and enabling environments for FLR policy implementation.

On **sustainability**, the GCP contributed meaningfully by institutionalizing FLR methodologies, technical tools, and knowledge systems at both global and national levels. Tools like STAR and Framework for Ecosystem Restoration Monitoring (FERM) were successfully integrated into the knowledge systems of the IAs, laying the groundwork for sustained FLR learning and practice. However, several challenges remain. Financial uncertainties, political instability, and variable institutional capacities across countries, coupled with limited private-sector engagement, threaten the durability of gains achieved. Structured sustainability planning, particularly for long-term financial and institutional resilience, remains a critical area for future attention. Furthermore, continued funding, policy enforcement, and community involvement will be critical to ensuring the longevity of restoration efforts.

Lastly, the GCP made solid progress on **cross-cutting themes**. It successfully mobilized targeted co-financing (USD 3.9 million) through a combination of grants and in-kind contributions, primarily leveraging staff and technical expertise from FAO, IUCN, and UNEP. While overall co-financing across the TRI Programme fell short of initial expectations, the GCP met its co-financing targets, reflecting effective resource mobilization for its coordination and technical functions. Environmental and social safeguards were applied in line with GEF guidelines, in line with the low-risk nature of GCP activities. Given that the GCP did not involve direct implementation on the ground, safeguard requirements were minimal and appropriately focused on institutional and knowledge-based activities. Gender integration advanced steadily, particularly through the Restoration Factory, which achieved 40–50% women's participation. Still, inconsistent collection of gender-disaggregated data hindered full analysis of gender impacts. Stakeholder engagement was broad and inclusive, fostering collaboration with governments, communities, and civil society. While fiduciary standards were generally upheld, variations in procedures among IAs and shortfalls in co-financing occasionally posed implementation challenges.



The table below summarizes the overall performance ratings of the GCP, based on the standard GEF evaluation criteria:

Evaluation Criteria	Ratings
Relevance	Satisfactory
Coherence	Moderately Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Outcome Rating ³	Satisfactory
Sustainability	Moderately Likely
Project Implementation	Satisfactory
Project Execution	Satisfactory
Project M&E (Design)	Satisfactory
Project M&E (Implementation)	Moderately Satisfactory

Based on its implementation experience, the GCP yielded several positive **lessons** for future integrated, multi-country initiatives. These included the importance of a centralized programmatic approach, the synergistic value of integrating a technical backstopping facility, standardization of core indicators to facilitate overall progress tracking, flexibility and adaptive management for better responsiveness, and the value of south-south collaboration. The evaluation also revealed that the effectiveness of policy support to countries is often constrained by weak institutional capacity, political turnover, and funding gaps; and that businesses operating in the FLR sector are financially vulnerable and considered high-risk investments by potential funders and require ongoing capacity-building support to access to sustainable finance.

Recommendations for Future Programmes with a Global Coordination Component

The following recommendations draw from lessons learned through the implementation of the GCP and are intended to inform the design of future restoration programmes with a similar global coordination structure.

1. Project Design

- **Enable Adaptive Management:** Introduce flexible funding and contingency plans to respond to emerging technical needs.
- **Fund Core Roles Directly:** Allocate direct resources for essential technical roles (e.g., M&E, policy, finance, comms) to reduce dependence on co-financing.

2. Private Sector Engagement & Financial Mobilization

- **Develop Engagement Guidelines:** Create structured frameworks for engaging private sector actors through CSR and sustainable value chains.
- **Bridge the Finance Gap Through Local Financial Institutions:** Engage micro- and meso-financial institutions to provide accessible financing for local restoration initiatives and strengthen investment readiness to enable longer-term engagement with development banks and impact investors.

³ The outcome rating is derived from the aggregated assessment of the criteria listed above, following standard GEF evaluation methodology



- **Scale Financial Incubators:** Expand models like the Restoration Factory to attract private investment.
- **Ensure Technical Continuity:** Establish formal linkages with future GEF programs to maintain technical support.

3. Knowledge Sharing & Capacity Building

- **Boost South-South Exchange:** Allocate sufficient funding for peer-learning and technical cooperation between countries.
- **Improve Knowledge Access:** Expand language translations and tailor knowledge products to regional contexts.

4. Gender Integration

- **Create Gender Action Plans:** Establish clear plans and tracking systems at both Programme and project levels.
- **Promote Women's Leadership:** Support women's participation through targeted training and capacity building.
- **Design Gender-Sensitive Finance:** Ensure women have equitable access to FLR funding and entrepreneurship opportunities.



Abbreviations and Acronyms

AFR100	African Forest Landscape Restoration Initiative
ASAL	Arid and Semi-Arid Landscapes
CAR	Central African Republic
CBD	Convention on Biological Diversity
CEO	Chief Executive Officer
CI	Core Indicator
CIFOR	Center for International Forestry Research and World Agroforestry
CO ₂	Carbon Dioxide
COP	Conference of the Parties
CoP	Communities of Practice
COVID	Coronavirus disease
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
DEDURAM	Sustainable Development of Mangrove Agriculture
DRC	Democratic Republic of the Congo
ELTI	Environmental Leadership Training Initiative
ESG	Environmental, Social and Governance
ESMF	Environmental and Social Management Framework
ESMP	Environment and Social Management Plan
ESMS	Environmental and Social Management System
ESS	Environmental and Social Safeguards
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FERM	Framework for Ecosystem Restoration Monitoring
FGD	Focus Group Discussion
FGR	Forest Genetic Resources
FI	Finance Initiative
FLR	Forest Landscape Restoration
FLRM	Forest and Landscape Restoration Mechanism
FOLAREP	Forest and Landscape Restoration Implementation Action Plan
FONAREDD	The National REDD+ Fund
FPIC	Free, Prior and Informed Consent
GAP	Gender Action Plan
GCF	Green Climate Fund
GCP	Global Child Project
GCU	Global Coordination Unit
GEF	Global Environment Facility
GHG	Green House Gas
GI	Geographical Indication
IA	Implementing Agencies
ICCA	Indigenous Community Conservation Area
INBAR	International Bamboo and Rattan
IUCN	International Union for Conservation of Nature
KEFRI	Kenya Forestry Research Institute
KEQ	Key Evaluation Question

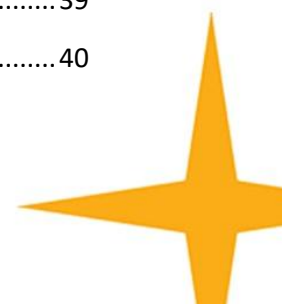


KES	Kenyan Shillings
KII	Key Informant Interview
LDCF	Least Developed Countries Fund
LOA	Letters of Agreement
MEL	Monitoring, Evaluation and Learning
MINEPDED	Ministry of Environment, Nature Protection, and Sustainable Development
MPTF	Multi-Partner Trust Fund
MTR	Mid-Term Review
NCP	National Child Project
NDC	Nationally Determined Contributions
NRM	Natural Resource Management
NTFP	Non-Timber Forest Products
OECD	Organization for Economic Co-operation and Development
PAC	Programme Advisory Committee
PES	Payment for Ecosystem Services
PGRN	Natural Resources Governance Project
PIP	Policy Influence Plan
PIR	Project Implementation Report
PPG	Project Preparation Grant
PPR	Programme Progress Report
PSC	Project Steering Committees
REDD	Reducing Emissions from Deforestation and Forest Degradation
ROAM	Restoration Opportunity Assessment Methodology
SDG	Sustainable Development Goals
SFF	State Forest Farms
SLM	Sustainable Land Management
SLR	Sustainable Landscape Restoration
STAR	Species Threat Abatement and Restoration
STP	Sao Tome and Principe
TGR	Tree Genetic Resources
TRI	The Restoration Initiative
UN	United Nations
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
VPO	Vice President's Office
WCC	World Conservation Congress
WFC	World Forestry Congress
WRI	World Resources Institute
WWF	World Wide Fund for Nature



Table of Contents

Acknowledgments.....	i
Executive Summary.....	ii
Abbreviations and Acronyms.....	xii
List of Tables	xvii
List of Figures	xvii
List of Text Boxes	xviii
1. Introduction and Background	1
1.1. About the TRI Programme.....	2
1.2. About the Global Learning, Finance, and Partnerships project under TRI.....	3
2. Purpose and Scope of the Evaluation	5
2.1. Programmatic Scope.....	5
2.2. Geographic Scope	5
2.3. Intended Users of the Evaluation	6
3. Evaluation Methodology.....	7
3.1. Sampling and Data Collection.....	7
3.2. Data Management and Analysis.....	8
3.3. Key Limitations	9
3.4. Evaluation Report Structure	9
4. Evaluation Findings – TRI Programme Performance	12
4.1. GEF Additionalilty	12
4.2. Relevance.....	12
4.3. Coherence.....	15
4.4. Effectiveness.....	19
4.4.1. Policy Development and Integration	19
4.4.2. Implementation of Restoration Programs and Complementary Initiatives	23
4.4.3. Institutions, Finance, and Upscaling	31
4.4.4. Knowledge, Partnerships, Monitoring and Assessment	36
4.5. Programme Implementation	38
4.5.1. Programme Governance, Coordination and Management	38
4.5.2. Adaptive Management	39
4.6. Efficiency.....	40



4.6.1.	Staffing	40
4.6.2.	Timeliness	42
4.6.3.	Finance	43
4.7.	Impact.....	46
4.8.	Sustainability	47
4.8.1.	Financial Risks	50
4.8.2.	Socio-Political Risks.....	50
4.8.3.	Institutional Framework and Governance Risks	51
4.8.4.	Environmental Risks.....	51
4.9.	Knowledge Management	51
4.10.	Cross Cutting Themes and Alignment with GEF Policies	52
4.10.1.	M&E	52
4.10.2.	Programme Co-Financing.....	54
4.10.3.	Environmental and Social Safeguards.....	55
4.10.4.	Gender	57
4.10.5.	Stakeholder Engagement.....	59
4.10.6.	Fiduciary Standards.....	61
5.	Lessons Learned, Conclusions, and Recommendations – TRI Programme.....	63
5.1.	Lessons Learned	63
5.2.	Conclusions.....	63
5.3.	Recommendations.....	66
5.3.1.	Programme Design	66
5.3.2.	Monitoring, Evaluation, and Learning	67
5.3.3.	Operational Efficiency.....	67
5.3.4.	Policy and Institutional Support.....	67
5.3.5.	Implementation	68
5.3.6.	Private Sector Engagement and Partnerships	68
5.3.7.	Communication, Knowledge Sharing, and Capacity Building	68
5.3.8.	Gender and Social Inclusion.....	69
1.	Evaluation Findings – Global Child Project Performance.....	71
1.1.	Relevance.....	71
1.2.	Coherence.....	72



1.3.	Effectiveness.....	74
1.4.	Project Implementation and Execution.....	84
1.5.	Efficiency.....	86
1.5.1.	Complementarities with Existing Initiatives	88
1.5.2.	Integration of Policy, Best Practices, & Finance	89
1.5.3.	Cost Effectiveness	90
1.6.	Impact.....	91
1.7.	Sustainability	92
1.7.1.	Financial Risks	94
1.7.2.	Socio-Political Risks.....	94
1.7.3.	Institutional Framework and Governance Risks	95
1.7.4.	Environmental Risks.....	95
1.8.	Cross Cutting Themes and alignment with GEF Policies	95
1.8.1.	Monitoring and Evaluation	95
1.8.2.	Materialization of Co-financing	97
1.8.3.	Environmental and Social Safeguards.....	98
1.8.4.	Gender	99
2.	Lessons Learned, Conclusions and Recommendations	101
2.1.	Lessons Learned	101
2.2.	Conclusions.....	101
2.3.	Recommendations.....	103
2.3.1.	Programme Design	103
2.3.2.	Private Sector Engagement & Financial Mobilization.....	103
2.3.3.	Knowledge Sharing & Capacity Building	104
2.3.4.	Gender Mainstreaming.....	104
	Annexes.....	105
	Annex 1: Evaluation ToRs.....	105
	Annex 2: Ethical Standards and Considerations	106
	Annex 3: Data Collection Tools	108
	Annex 4: List of Documents Reviewed.....	164
	Annex 5: List of People Met	165
	Annex 6: Evaluation Matrix – TRI Programme.....	167



Annex 7: Progress Towards Results	184
Annex 8: Cameroon Case Study	187
Annex 9: Kenya Tana Delta Case Study.....	190
Annex 10: GEF Rating Scales	193
Annex 11: Evaluation Matrix – Global Child Project	196
Annex 12: Implementation Status of GCP Recommendations	211

List of Tables

Table 1: Key Barriers to FLR	2
Table 2: Stakeholder Interview Summary.....	8
Table 4: Policies Supported by the TRI Programme.....	21
Table 3: Distribution of Projects Across GEF Implementing Agencies.....	39
Table 5: Extension Durations for GCP and National Child Projects	42
Table 6: Evaluation Ratings – TRI Programme	66
Table 7: Implementation Timeline Variations Across National Child Projects	72
Table 8: Evaluation Ratings – GCP	103

List of Figures

Figure 1: TRI Programme Components.....	3
Figure 2: Global Child Project Components.....	4
Figure 3: TRI Programme Countries.....	6
Figure 4: TRI Programme Theory of Change	15
Figure 5: National Child Projects' Achievement of Targets for FLR-Related Policies and Regulatory Frameworks (as of 2024)	20
Figure 6: Perceived Contribution of TRI Programme to Policy Development (n=35)	21
Figure 7: National Child Projects Progress on Area under restoration (ha) (as of 2024)	24
Figure 8: National Child Project Progress on Increased area under improved practices (ha) (as of 2024)	25
Figure 9: Percentage of GHG Emissions Mitigation Targets Achieved (Direct and Indirect) by National Child Projects (as of 2024)	25
Figure 10: Percentage of Target Achieved by National Child Projects for Number of Direct Beneficiaries Reached (as of 2024).....	26

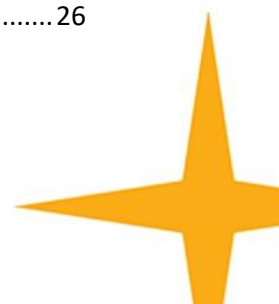


Figure 11: Evaluation Survey Findings on TRI Programme's Contribution to the Restoration of Landscapes (n=35)	27
Figure 12: Evaluation Survey Findings on TRI Programme's Impact on Local Communities and Livelihoods (n=35)	29
Figure 13:Percentage of Target Achieved by National Child Projects for Establishing Cross-Sectoral Mechanisms (as of 2024)	32
Figure 14:Percentage of Target Achieved by National Child Projects for Number of Bankable Restoration Projects (as of 2024).....	33
Figure 15:Percentage of Financial Mobilization Targets Achieved by National Child Projects for Forest and Landscape Restoration (as of 2024).....	35
Figure 16: Percentage of Target Achieved by National Child Projects on Publication of Best Practices (as of 2024)	36
Figure 17: Cumulative Budget vs. Actual Expenditure (2018–2024)	45
Figure 18: Evaluation Survey Findings on TRI Programme's Overall Sustainability (n=35)	49
Figure 19: Co-Financing Materialization by Country	55
Figure 20: Evaluation Survey Findings on GCP Consolidating and Sharing FLR Knowledge (n=35)	77
Figure 21: Evaluation Survey Findings on GCP Mobilizing Financial Resources and Supporting Bankable Projects (n=35).....	79
Figure 22: Evaluation Survey Findings on GCP Supporting M&E of FLR (n=35).....	82
Figure 23: Annual Budget Execution of the GCP (2018–2024)	87
Figure 24: Component-wise Budget Utilization (as of December 2024)	87
Figure 25: Evaluation Survey Findings on threat to long-term sustainability (n=35)	94
Figure 26: Percentage of Co-financing Commitments Provided by IAs	98

List of Text Boxes

Text Box 1: Livelihoods Support to Women Under TRI	58
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1. Introduction and Background

This report presents the findings of the independent final evaluation of “*The Restoration Initiative (TRI) Programme* and its associated *Global Learning, Finance, and Partnerships Project* (commonly referred to as the Global Child Project or GCP). Commissioned by the International Union for Conservation of Nature (IUCN) in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP), this Evaluation assesses the performance, achievements, and lessons of the two initiatives. The Evaluation covers both programmatic and country-level implementation across nine participating countries in Africa and Asia. It aims to inform future decision-making around Forest and Landscape Restoration (FLR), and to strengthen ongoing and future global efforts under the TRI framework.

The world's landscapes, which are vital for livelihoods and economies, are under significant threat due to unsustainable practices, population growth, and climate change. The degradation of forests, wetlands, and agricultural lands has far-reaching consequences, impacting essential ecosystem services such as food production, water provision, climate regulation, and biodiversity.⁴ Currently, approximately a quarter of the world's land is highly degraded or experiencing rapid degradation, with two-thirds of African lands already affected.⁵ This situation is alarming, as the loss of arable land is occurring at a rate 30 to 35 times higher than the historical rate.⁶ The consequences of this degradation are substantial, leading to an estimated annual loss of between 10 to 17 percent of the global Gross Domestic Product annually.⁷ Particularly, the poorest households in developing countries disproportionately bear the costs of land degradation, perpetuating a cycle of poverty and environmental decline. The pressures on land resources are further exacerbated by climate change, which intensifies the challenges facing agricultural productivity. With the growing global population, there is an urgent need to significantly increase agricultural production. Additionally, land degradation contributes to climate change, with 20 percent of current carbon emissions stemming from land use change and degradation.⁸ The resulting loss of soil and water retention, biodiversity decline, and reduced ecosystem services pose serious challenges to achieving the Sustainable Development Goals (SDGs).⁹

In response to this pressing global challenge, FLR has emerged as a crucial solution. FLR is designed to restore ecological functionality and enhance human well-being across degraded landscapes.¹⁰ A range of restorative techniques, including conservation agriculture, agroforestry, and assisted natural regeneration, have proven effective in reversing degradation impacts and improving ecosystem services. Globally, the potential for FLR is immense, with over 2 billion hectares of deforested and degraded landscapes identified worldwide as opportunities for restoration.¹¹ Moreover, a significant portion of degraded land is considered lightly degraded, offering potential for restoration at a lower cost. Numerous studies highlight the substantial net benefits of FLR implementation. Regional studies

⁴ <https://www.thegef.org/what-we-do/topics/land-degradation>

⁵ https://admin.taftac-cambodia.org/public/pdf_file/publicationen_1695350263_C4L79NHt.pdf

⁶ <https://www.un.org/en/observances/desertification-day/background>

⁷ https://www.eld-initiative.org/fileadmin/ELD_Filter_Tool/Publication_The_Value_of_Land_Reviewed_/ELD-main-report_en_10_web_72dpi.pdf

⁸ https://link.springer.com/referenceworkentry/10.1007/978-3-319-71062-4_48-1

⁹ <https://www.unccd.int/news-stories/press-releases/chronic-land-degradation-un-offers-stark-warnings-and-practical>

¹⁰ <https://iucn.org/our-work/topic/forests/forest-landscape-restoration>

¹¹ <https://www.wri.org/data/atlas-forest-and-landscape-restoration-opportunities>



and global analysis reinforce the economic case for restoration, demonstrating that for each dollar invested, FLR interventions can potentially generate USD 7 to 30 in economic benefits.¹²

Despite the growing support and the clear benefits of FLR, significant barriers hinder its widespread implementation. A key challenge is the inability of land-use markets to adequately capture the value of public goods generated by restoration efforts. Landowners often lack sufficient financial incentives to invest in restoration due to the difficulty of capturing the full economic value of enhanced ecosystem services. Furthermore, the upfront costs of restoration can also be a significant barrier, particularly in developing countries, with estimates ranging from United States Dollar (USD) 214 to USD 3,790 per hectare.¹³ Addressing these financial barriers requires innovative approaches to incentivize private investment and ensure that the economic benefits of restoration are adequately recognized and rewarded. Additional barriers to FLR include insufficient political prioritization, lack of information on restoration opportunities, inadequate policy frameworks, governance issues, limited capacity, and gender inequality. These barriers underscore the need for comprehensive and integrated approaches that address both the technical and socio-economic aspects of restoration. Key barriers to FLR are summarized in the table below:

Table 1: Key Barriers to FLR

Category	Barrier
Financial	Lack of financial incentives
	High cost of restoration
Political & Governance	Insufficient political prioritization
	Inadequate policy frameworks
	Governance issues
Knowledge & Capacity	Lack of information on restoration opportunities
	Limited capacity
Social	Gender inequality

Overcoming these barriers requires a multi-faceted approach that includes raising awareness, strengthening institutional capacity, developing innovative financing mechanisms, and promoting inclusive and participatory decision-making processes.

The degradation of forests and landscapes worldwide has spurred a global movement to restore these vital ecosystems. Notably the Bonn Challenge, launched in 2011, set an ambitious target to restore 350 million hectares of degraded land by 2030. Estimates suggest that achieving the Bonn Challenge goal of restoring 350 million hectares by 2030 could generate a net benefit of between USD 0.7 trillion and USD 9 trillion. The challenge has garnered significant attention, with over 150 million hectares already pledged by various countries and organizations.

1.1. About the TRI Programme

In response to this pressing challenge, the TRI Programme was designed in July 2016 and officially **launched in 2019** as a collaborative effort between **ten Asian and African countries**¹⁴ and the IUCN, FAO, and UNEP. The Programme aims to contribute to the restoration and maintenance of critical

¹² https://files.wri.org/d8/s3fs-public/roots-of-prosperity_0.pdf

¹³ <https://www.fao.org/in-action/forest-landscape-restoration-mechanism/resources/detail/en/c/412435/>

¹⁴ Myanmar was originally included as one of the ten participating countries under the programme. However, due to political instability, project activities in Myanmar were suspended in 2021 and subsequently discontinued.

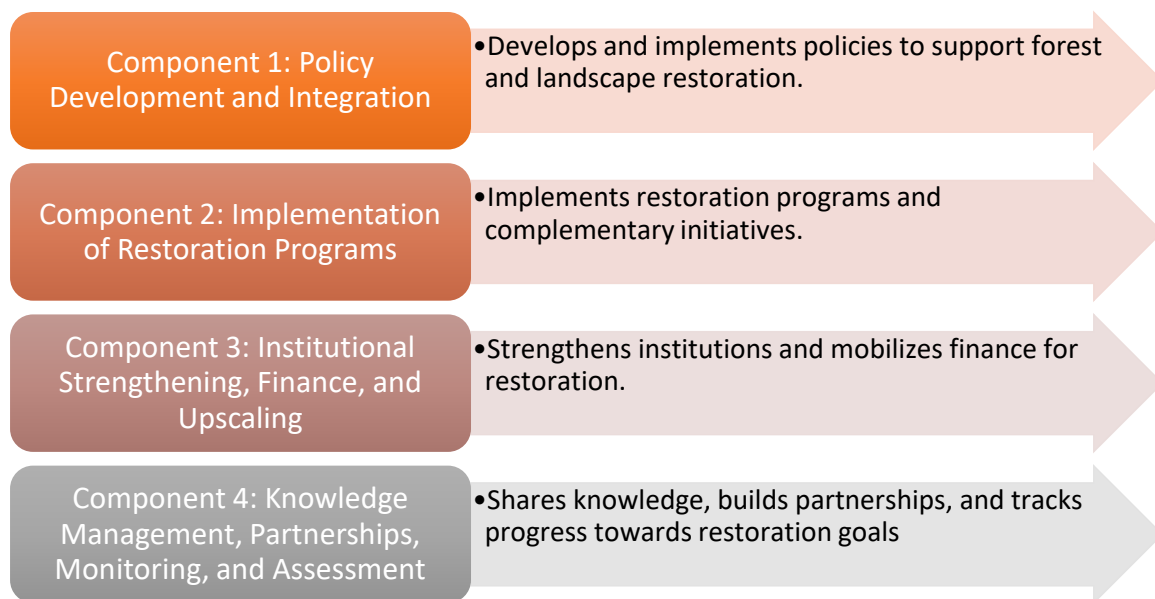


landscapes, fostering resilient economic development and livelihoods in support of the Bonn Challenge. Its overarching goal is to reverse landscape degradation trends, enhance ecosystem services, and improve human well-being.

Funded by the Global Environment Facility (GEF) trust fund, the TRI Programme has a total budget of USD 255 million, with USD 54 million from GEF and co-financing of USD 201 million. At the time of the GEF 6 design its combined direct and indirect targets included bringing 40 million hectares of deforested and degraded land under restoration commitments, improving management practices across 46 million hectares, and generating an estimated 190 million tons of CO₂ equivalent in emissions reductions.¹⁵

The Programme's design is built on a four-component structure: 1) Policy Development and Integration, 2) Implementation of Restoration Programs, 3) Institutional Strengthening, Finance, and Upscaling, and 4) Knowledge Management, Partnerships, Monitoring, and Assessment. These components work synergistically to address the complex challenges of landscape restoration by integrating policy reforms, on-the-ground implementation, institutional strengthening, financial mobilization, and knowledge sharing.

Figure 1: TRI Programme Components



1.2. About the Global Learning, Finance, and Partnerships project under TRI

The Global Learning, Finance, and Partnerships project under TRI, also known as the Global Child Project or (GCP), plays a pivotal role in coordinating and supporting the broader TRI Programme. With a total budget of USD 7.4 million, comprising USD 3.5 million from the GEF trust fund and USD 3.9 million in co-financing, the project focuses on key areas such as knowledge management, capacity building, financial mobilization, and policy support. It serves as a central hub for capturing and

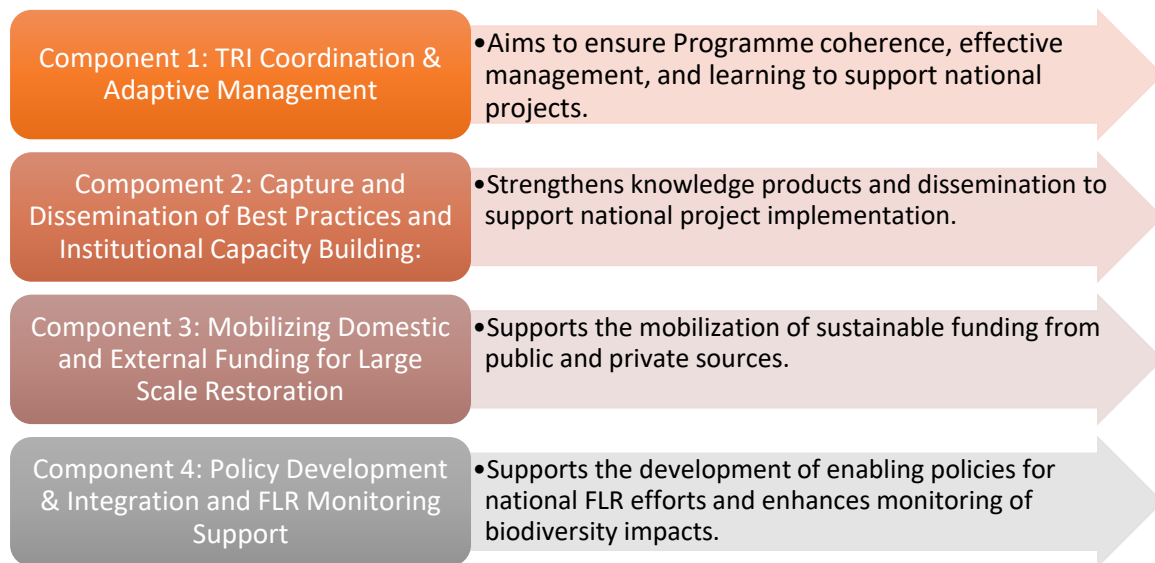
¹⁵ During the transition from GEF 6 to GEF 7, TRI revised its monitoring, evaluation, and learning (MEL) framework to align with GEF's new core indicators. As a result of this change, NCPs are no longer required to use the GEF tracking tools to measure their progress and, with the exception of carbon mitigation benefits, to only track direct outputs and outcomes from project interventions.



disseminating best practices, facilitating learning exchanges, and fostering partnerships among stakeholders.

The GCP's four components, 1) TRI Coordination & Adaptive Management, 2) Capture and Dissemination of Best Practices & Institutional Capacity Building, 3) Mobilizing Domestic and External Funding for Large-Scale Restoration, and 4) Policy Development & Integration and FLR Monitoring Support, work in tandem to enhance the overall effectiveness and impact of the TRI Programme. By integrating these components, the project aims to achieve outcomes such as improved coordination and collaboration among stakeholders, enhanced knowledge sharing and capacity building, increased financial flows for restoration, and strengthened policy frameworks that support FLR.

Figure 2: Global Child Project Components



The TRI Programme, including its GCP component, represents a concerted effort to address the critical challenge of landscape degradation and promote sustainable restoration practices. By bringing together diverse countries, approaches, and stakeholders, these initiatives seek to generate significant global environmental benefits while fostering resilient livelihoods and economic development, with a strong emphasis on knowledge sharing, capacity building, and innovative financing mechanisms to result in sustainable and scalable solutions for landscape restoration.



2. Purpose and Scope of the Evaluation

The final Evaluation, commissioned by IUCN with the active participation of FAO and UNEP, sought to provide an independent and comprehensive assessment of the results and impacts of both the TRI Programme and the GCP. In line with best practices, the Evaluation adhered to the GEF Evaluation Policy (2019)¹⁶ and the IUCN Evaluation Policy (2023)¹⁷, employing the widely recognized Organization for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) Evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

2.1. Programmatic Scope

The Evaluation thoroughly assessed the programmatic achievements of the **TRI Programme**, focusing on its effectiveness in fostering national and sub-national commitments to forest and landscape restoration, promoting integrated landscape management practices, strengthening institutional capacities, and enhancing knowledge-sharing on best practices. Additionally, the assessment examined the **role of the GCP** in facilitating the programmatic approach, fostering synergies among national projects, and strengthening the overall outcomes of the TRI Programme. Furthermore, the Evaluation explored the bi-directional relationship between the TRI Programme and the GCP, analyzing how the project's coordination, technical support, and knowledge management had contributed to the Programme's success and how the Programme had influenced the project strategies and operations.

2.2. Geographic Scope

The Programme has been implemented across nine countries in Asia and Africa, including Cameroon, the Central African Republic (CAR), China, the Democratic Republic of the Congo (DRC), Guinea-Bissau (focusing on mangrove ecosystems), Kenya (focusing on Arid and Semi-Arid Landscapes (ASAL) and the Tana Delta), Pakistan, Sao Tome and Principe (STP), and Tanzania, as shown in Figure 1. Myanmar was also initially a part of the TRI Programme; however, activities there were suspended in 2021 due to political instability. The Evaluation Team conducted the Evaluation remotely in the project countries¹⁸, while taking into account the diverse contexts and challenges within the countries and analyzing how the TRI Programme and the GCP have adapted their approaches to address country-specific needs and priorities.

¹⁶ https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C56_02_Rev01_GEF_Evaluation_Policy_June_2019_0.pdf

¹⁷ https://iucn.org/sites/default/files/2023-07/iucn_evaluation_policy_june-2023.pdf

¹⁸ Myanmar was not included in this Final Evaluation



Figure 3: TRI Programme Countries



2.3. Intended Users of the Evaluation

The primary intended users of the final Evaluation are the three implementing agencies (IAs), IUCN, FAO, and UNEP, the Program executing partners and countries, and the GEF. The Evaluation results will be used to inform future decision-making regarding potential interventions, the scaling up of existing initiatives, and the replication of the Programme in other regions. Additionally, the findings will contribute to the development of future GEF programming and enhance the implementation of FLR interventions globally. Secondary users may include national and local government representatives, private sector entities, civil society organizations, and community members involved in or impacted by the TRI Programme.



3. Evaluation Methodology

The Evaluation employed a **theory-based, consultative, and participatory approach** designed to assess the Programme's intervention logic within the framework of its theory of change. This approach integrated both **qualitative and quantitative data**, ensuring a thorough analysis of the Programme's **relevance, coherence, effectiveness, efficiency, impact, and sustainability** across the nine project countries. Throughout the Evaluation, stakeholders representing a range of organizational levels—including IAs, local governments, communities, and beneficiaries—were actively involved. Given the Programme's implementation across several countries, data collection was conducted primarily through remote methods.

By adopting a **mixed methods approach** that drew on data from primary and secondary sources, the Evaluation Team was able to develop a holistic view of Programme achievements and challenges.

The Evaluation was conducted in accordance with the ethical standards of GEF and IUCN, as outlined in the Inception Report. Key ethical considerations, including informed consent, confidentiality, inclusivity, and independence, are detailed in [Annex 2](#).

3.1. Sampling and Data Collection

Stakeholder consultation was central to the Evaluation process, with participants selected based on their level of engagement in the TRI Programme, regional location, and specific role. The Evaluation Team collaborated closely with the regional and national offices of IUCN, FAO, and UNEP to identify a comprehensive list of informants, ensuring representation from key Programme beneficiaries, implementing partners, donors, and regional project coordination units.

A **purposive sampling strategy** was employed to capture diverse perspectives from the wide range of stakeholders involved in the TRI Programme. Developed in consultation with IUCN, FAO, UNEP, and other TRI project partners, the sampling approach ensured representation from across all Programme regions. **Interviewee selection criteria** prioritized geographic diversity, depth of involvement, gender balance, and organizational variety, ensuring that feedback reflected the full spectrum of participants and stakeholders.

To capture this breadth of perspectives, the Evaluation Team also employed several **data collection methods: a comprehensive desk review, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and an online survey**. The data collection tools used for these methods are provided in [Annex 3](#). An initial desk review of core Programme documents provided essential background and context, drawing on PIRs, Monitoring and Evaluation (M&E) frameworks, and work plans. This review was instrumental in identifying key themes and informing the design of data collection tools. A detailed list of documents reviewed as part of the Evaluation is provided in [Annex 4](#).

KIIs formed a core part of the data collection, with a total of 27 interviews conducted remotely across all Programme regions. These interviews, conducted with a semi-structured format, allowed for in-depth exploration of stakeholder perspectives on Programme implementation and outcomes. To further enrich the Evaluation, 02 FGDs were conducted with project beneficiaries in Cameroon and Kenya. While a third FGD was planned in Pakistan, it could not be conducted despite multiple follow-ups with the Pakistan team. This was due to the remoteness of project beneficiaries, limited internet connectivity, and mobility issues of beneficiaries. These discussions enabled beneficiaries to share their experiences, challenges, and perceived Programme benefits, exploring themes such as



community engagement, capacity building, and the sustainability of interventions. The table below provides a summary of the number of participants interviewed, categorized by the stakeholder group.

Table 2: Stakeholder Interview Summary

Stakeholder Group	Stakeholders	No. of Interview(s)
Donor	GEF	1
Advisory Committee	PAC	2
Governing Bodies	Global Child PSC	1
	GCU	1
	National PSCs	6
Implementing Agency	IUCN	1
	FAO	2
	UNEP	1
Main Executing Partners/PMUs	Cameroon	1
	CAR	1
	China	1
	DRC	1
	Guinea-Bissau	1
	Kenya - Tana Delta	1
	Kenya - ASAL	1
	Pakistan	1
	STP	2
	Tanzania	1
Other Executing Partners	Bridge for Billions	1
Total		27

A detailed list of people interviewed is provided in [Annex 5](#).

This mix of consultation formats enabled stakeholders to provide insights into the challenges and successes of Programme implementation, contributing critical perspectives that informed the Evaluation's findings. The diverse input gathered was instrumental in identifying key issues, validating preliminary results, and refining the evaluation conclusions.

Additionally, in order to complement interviews an online survey targeting key Programme stakeholders was also distributed. The survey, which yielded responses from 35 participants, was designed to gather quantitative data on core evaluation criteria, including Programme effectiveness, relevance, sustainability, and stakeholder engagement.

3.2. Data Management and Analysis

The Evaluation Team applied a structured and secure approach to data management, ensuring that the quality and integrity of data collected through various channels were maintained. Following each interview and FGD, data was promptly transcribed, anonymized, and securely stored on a centralized platform accessible only to the Evaluation Team. To facilitate comprehensive analysis, qualitative data was categorized by themes aligned with the Evaluation criteria, while quantitative data from the online survey was exported to Excel, enabling descriptive analysis.



Qualitative analysis followed a thematic approach, where responses were systematically coded and categorized according to the Evaluation questions. Triangulation was employed as a key method to validate findings across multiple data sources, ensuring reliability and accuracy in the interpretation of results. This process enabled the Evaluation Team to cross-check qualitative insights from KIIs and FGDs with quantitative survey data, identifying recurring themes, unique insights, and any outliers.

3.3.Key Limitations

The Evaluation encountered several limitations that may have impacted the findings presented in this report. These limitations are detailed below and should be considered when interpreting the Evaluation findings.

1. **Limited Availability of Respondents:** The Evaluation Team faced challenges in securing timely interviews with key stakeholders, requiring persistent follow-ups to schedule meetings. This, in turn, led to an extension of the contract and necessitated revisions to submission deadlines. In the end, the Evaluation fell only slightly short of the originally planned 30 KIIs and 3 FGDs, having actually conducted 27 KIIs and 2 FGDs. Nonetheless, this limitation had a minimal impact on the comprehensiveness of the findings, as a wide range of stakeholder perspectives were captured across regions.
2. **Complex and Expansive Programme Scope:** The TRI Programme and GCP were implemented over an extended period and across multiple countries, with each country at different stages of execution. Additionally, the evaluation covered two interrelated components: the TRI Programme and the GCP. This necessitated an extensive document review and systematic organization of information in alignment with the evaluation themes. Furthermore, in accordance with the TORs, field visits to project sites were not conducted. As a result, the assessment relied heavily on secondary data sources and stakeholder interviews, limiting the ability to directly observe Programme implementation and impact at the country level.
3. **Limited Survey Response:** The online survey was shared with approximately 92 stakeholders, with an anticipated response rate of around 50 percent (i.e., 46 responses). In total, 35 responses were received, including 49 percent from implementing partners and Programme/project staff at the global level and 40 percent from Programme or project staff at the country level; whereas the response from external project stakeholders, such as government counterparts, Civil Society Organizations (CSOs), or development partners was negligible (11percent). Nevertheless, the survey data was analyzed and incorporated in the report to reflect the views of these stakeholders.

3.4.Evaluation Report Structure

The Evaluation Report presents two separate evaluations: i) Independent Final Evaluation of the TRI Programme and ii) Independent Final Evaluation of the TRI GCP. The document is therefore structured accordingly.

The report begins with **preliminary sections**, including an executive summary, which offers a concise overview of the evaluation's findings, conclusions, and recommendations. The main body of the report starts with an **introduction and background**, providing context on the TRI Programme and the GCP, their objectives, and the broader environmental challenges they aim to address. This is followed by a section detailing the **purpose and scope of the evaluation**, outlining the areas assessed, the



geographic and programmatic focus, and the key stakeholders who will use the findings. The **evaluation methodology** is then presented, describing the data collection techniques, stakeholder consultations, sampling strategies, and analytical approaches employed. Additionally, the methodology section highlights key limitations encountered during the evaluation process.

The **findings of the report are structured based on the OECD/DAC evaluation criteria**, covering relevance, coherence, effectiveness, efficiency, impact, sustainability, and cross-cutting themes such as monitoring and evaluation, Programme co-financing, environmental safeguards, gender, stakeholder engagement, and fiduciary standards. These findings are further organized according to the Key Evaluation Questions in the approved Evaluation Matrix. Findings are sequentially presented, starting with an in-depth evaluation assessment of the TRI Programme. The evaluation then presents **findings related to the GCP, structured under the same OECD/DAC criteria**.

Following the findings, the report includes a section on **lessons learned and recommendations** from the implementation of the two evaluated initiatives, drawing insights into the successes and challenges observed throughout the Programme's implementation. The final section of the report consists of **annexes, which provide supporting documentation**.



A large, stylized compass rose graphic in a darker shade of blue, positioned on the right side of the page. It features four main points and curved segments between them, creating a circular, star-like pattern.

Evaluation Findings – TRI Programme

4. Evaluation Findings – TRI Programme Performance

This section presents the detailed findings from the evaluation of the TRI Programme, structured around the key evaluation questions. Findings are organized according to the **OECD/DAC criteria**: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability, with ratings provided in line with GEF Evaluation Guidelines. The report also includes an analysis of **cross-cutting themes**, such as M&E, Programme Co-financing, Environmental and Social Safeguards, Gender, Stakeholder Engagement, and Fiduciary Standards. Additionally, key lessons learned from the Programme are discussed, and recommendations are provided accordingly. [Annex 6](#) provides a detailed Evaluation Matrix used in the assessment of the TRI Programme.

4.1. GEF Additionality

The TRI Programme delivered clear additionality through its programmatic structure, financial inputs, and institutional coordination enabled by the GEF. In the absence of GEF support, the scale, coherence, and integration of restoration efforts across the participating countries would likely have been more limited, fragmented, or delayed. The Programme introduced catalytic value in five key areas: policy influence, capacity development, financial mobilization, knowledge sharing, and multi-country coordination. GEF support enabled the development and adoption of policies and strategies that institutionalized FLR and mainstreamed restoration into national and sub-national planning processes. The Programme's contributions to policy frameworks and regulatory instruments reflect a level of influence that would have been difficult to achieve through disconnected or smaller-scale initiatives across multiple countries. Similarly, the Programme supported capacity building in contexts where institutional and technical gaps previously constrained restoration planning and implementation. Through tools, training, and advisory support, national stakeholders were able to design and monitor FLR strategies more effectively and consistently.

In terms of financing, in some countries the Programme exceeded its targets for financial mobilization by enabling countries to leverage additional resources, particularly from public and donor sources, and by supporting the development of new funding mechanisms. These efforts created pathways to access climate finance, co-financing, and other innovative funding streams for long-term FLR investment. Knowledge sharing was another area where GEF support contributed additional value. The programmatic approach fostered peer learning, the dissemination of good practices, and collaborative problem-solving across countries. Centralized technical tools and guidance, along with cross-country engagement platforms, contributed to stronger implementation and improved stakeholder outreach.

Most importantly, the programmatic design, linking national child projects through a common Theory of Change, shared core indicators, and joint governance structures, enabled coherence and alignment across diverse implementation contexts. The resulting synergies enhanced efficiency, learning, and scale in ways that would not have been possible through isolated projects. The subsequent sections provide supporting evidence for these additional contributions across the TRI Programme.

4.2. Relevance

KEQ 1: To what extent were the TRI Programme objectives and approach congruent with international and GEF strategic priorities and objectives?



The Evaluation assessed the Relevance of the TRI Programme by examining its alignment with global, regional, and national priorities, as well as its responsiveness to the needs of key stakeholders, including IAs, donors, and intended beneficiaries.

The TRI Programme was found to be **highly relevant** to global environmental priorities, as it aligned with key **international environmental agreements and commitments**. In particular, the Programme's strategy was consistent with the goals of the Bonn Challenge, the Convention on Biological Diversity (CBD), the United Nations (UN) Framework Convention on Climate Change (UNFCCC), the UN Convention to Combat Desertification, and the SDGs.

In particular, **the Programme's focus on restoring degraded landscapes directly contributed to the Bonn Challenge's target of restoring 350 million hectares of land by 2030**. Its multi-country approach and emphasis on community engagement further aligned with the UN Decade on Ecosystem Restoration (2021-2030), which calls for inclusive and collaborative action to restore ecosystems at scale. Furthermore, the Programme's multi-focal approach, addressing biodiversity, climate change, and Sustainable Land Management (SLM), supported the CBD's Aichi Target 15 on ecosystem restoration and enhanced carbon sequestration under the UNFCCC. Additionally, the emphasis on SLM promoted land degradation neutrality, aligning with the UNCCD. The Programme also contributed to the United Nations Strategic Plan for Forests by advancing sustainable forest management and supporting the role of forests in achieving the SDGs. Its focus on sustainable livelihoods and community engagement is further aligned with SDG 15 (Life on Land), SDG 13 (Climate Action), SDG 1 (No Poverty), and SDG 2 (Zero Hunger).

The TRI Programme was also closely **aligned with the strategic priorities of the GEF and three Implementing Agencies (IAs) i.e., IUCN, FAO, and UNEP**. The Programme's multi-focal approach reflected the GEF's commitment to integrated solutions for environmental challenges, particularly in biodiversity, climate change, and land degradation. Specifically, it supported both the GEF-6 and GEF-7 strategic objectives on sustainable forest management and landscape restoration. Stakeholder interviews also revealed that the TRI Programme was designed as an experimental initiative to test an integrated programmatic approach, which resonated with the GEF's evolving strategies.

The Programme was also aligned with the strategic goals of its IAs. For instance, the IUCN's Forest and Grasslands Programme complemented TRI's objectives, particularly in ecosystem restoration, ecosystem-based adaptation, nature-based solutions (NBS), and SLM. FAO's priorities, including sustainable agriculture, responsible land use, and climate change adaptation, were directly relevant to the Programme. FAO's emphasis on forestry, agroforestry, and soil management also supported TRI's focus on ecosystem restoration, as outlined in the FAO Strategic Framework 2022-31. In particular, the Programme contributes to FAO's vision for the "Four Betters": Better Production, Better Nutrition, Better Environment, and Better Life, by promoting sustainable land use, ecosystem restoration and improved rural livelihoods. Similarly, UNEP's Strategy for 2022-2025, which prioritized addressing climate change, biodiversity loss, and pollution, aligned with TRI's mission of restoring degraded ecosystems and promoting sustainable land use.

At the **regional level**, the TRI Programme demonstrated its relevance by addressing context-specific challenges in Africa and Asia. In Africa, the Programme aligned with the African Forest Landscape Restoration Initiative (AFR100), which aims to restore 100 million hectares of land by 2030. It also supported the African Union's Agenda 2063 by promoting sustainable livelihoods and inclusive economic growth. In Asia, the Programme addressed regional biodiversity and deforestation



challenges, such as the restoration of high-conservation-value Chilgoza pine forests in Pakistan and supported sustainable forest management in China through the development of forest management plans. These efforts align with the Regional Strategy and Action Plan for Forest and Landscape in Asia-Pacific, which provides a guiding framework for scaling up restoration and sustainable forest management across the region.

KEQ 2: How appropriate and relevant were the TRI Programme objectives and approach with regards to responding to the environmental and development priorities of the participating countries?

Across participating countries, **TRI interventions were found to be tailored to national development objectives and local priorities.** For example, in Kenya, the Programme supported the development of the Forest and Landscape Restoration Implementation Action Plan (FOLAREP), which was consistent with the country's Vision 2030 and National Forest Policy (2015). In Pakistan, TRI complemented the National Forest Policy and the Ten Billion Tree Tsunami Programme, advancing efforts to combat deforestation and mitigate climate change impacts. In Guinea-Bissau, the Programme played a key role in establishing the National Mangrove Law and Strategy, addressing mangrove degradation while supporting sustainable livelihoods for local communities. While the development of National FLR Plans in countries such as STP and Tanzania directly supported national restoration goals. Interviews with country level stakeholders confirmed that the Programme's alignment with national priorities, such as Nationally Determined Contributions (NDCs) and national climate action plans, was instrumental in securing government ownership and support.

The TRI Programme also established its **relevance to the needs of local communities**, primarily by demonstrating economic benefits of restoration and SLM using value chain development approaches. This was achieved mostly through community mobilization, training, and technology transfer. While the extent of community engagement varied across the Programme countries, some engagement of communities was observed in all national child projects national child projects. For instance, in Pakistan, remote communities were engaged in the restoration and sustainable harvesting and marketing of pine nut, a high value crop; in DRC communities were trained in production of briquettes to discourage deforestation; and in Tanzania, communities benefited from carbon trading.

The Programme also recognized women's critical role in restoration and land management by involving them in activities alongside men. In some national child projects, women were also provided dedicated support. For instance, in Cameroon a women's group was provided an oil extractor for neem seeds; while in Guinea-Bissau, local women were engaged in oyster farming and salt production. However, in some instances, the needs of women stakeholders were not thoroughly integrated into implementation approaches. For instance, in Pakistan, due to the lack of female field staff, the project was unable to effectively reach out to women community members in North Waziristan, a culturally conservative area. Similarly, in Guinea-Bissau, limited data on women's access to critical resources like land and credit hindered a comprehensive understanding of their empowerment.

In conclusion, **the TRI Programme demonstrated strong relevance across global, regional, national, and local levels.** Its focus on ecosystem restoration, biodiversity conservation, and SLM aligned with key international frameworks and strategic priorities of IAs and donors. The Programme addressed context-specific challenges in participating in regions and countries, supporting national policies and restoration goals. By emphasizing community engagement, gender equality, and sustainable



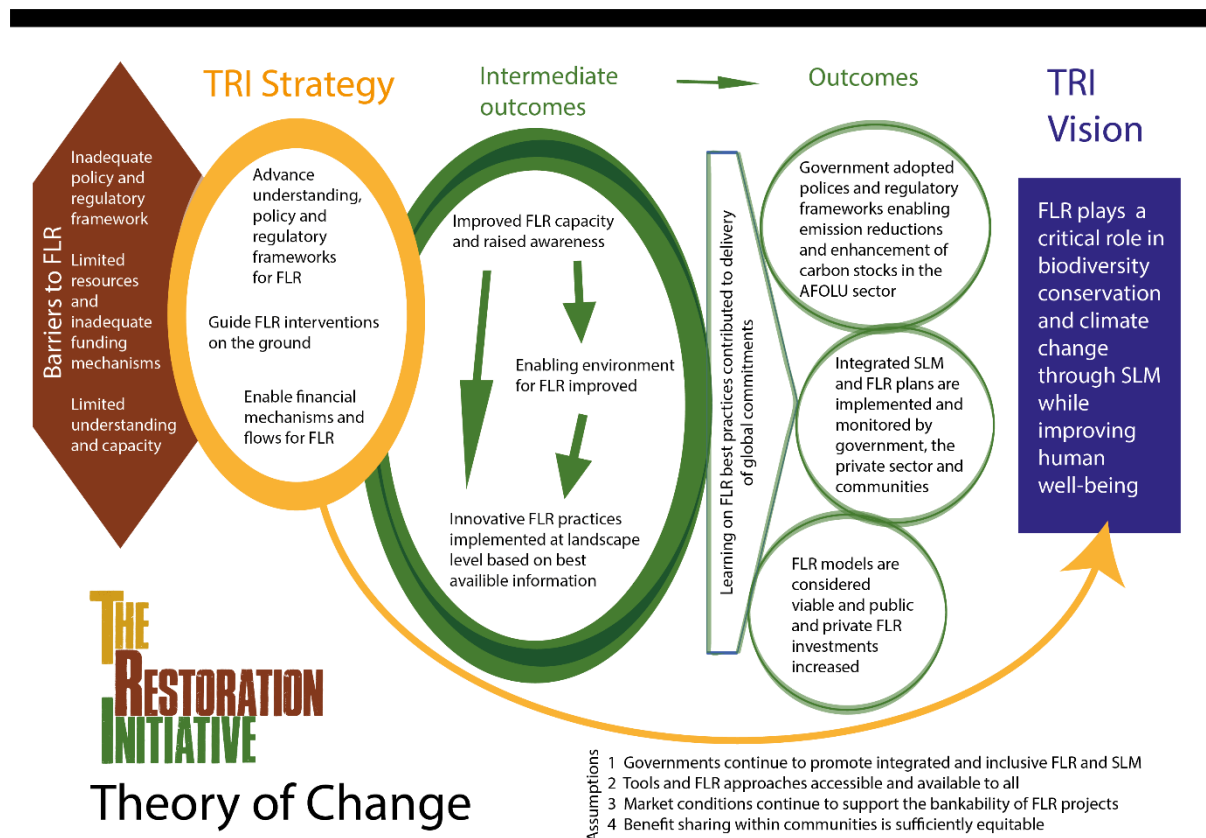
livelihoods, the Programme also effectively responded to the needs of local beneficiaries to varying degrees in several countries.

4.3.Coherence

KEQ3: To what extent did the theory of change, child projects' objectives, and M&E system align with Programme objectives?

The Theory of Change (ToC) of the TRI Programme, as presented in Figure 4, was based on the premise that learning and knowledge sharing on FLR best practices and delivery of restoration on the ground effectively would contribute to the mainstreaming of FLR into national strategies to deliver global commitments. Furthermore, TRI envisioned that FLR could play a critical role in positively impacting biodiversity conservation through SLM, while improving human well-being and livelihoods through a combination of bottom-up and top-down approaches.

Figure 4: TRI Programme Theory of Change



To deliver this vision, TRI aimed to follow three major pathways, including, i) national and sub-national policy and regulatory frameworks; ii) integrated landscape management practices and restoration plans; and iii) increasing investments in FLR. It was anticipated that these pathways would help overcome the identified barriers to FLR, including: a general lack of information awareness; lack of business models; limited capacity to plan, implement and monitor FLR; inadequate policy and governance frameworks to guide inclusive FLR; and inadequate mobilization of technical and financial resources.

The TRI Programme's integrated approach reinforced coherence by addressing interconnected environmental challenges through a multi-focal framework encompassing biodiversity conservation,



climate change mitigation, and land degradation. In practice, the national child projects under the TRI Programme, while tailored to respond to the respective national priorities and local landscape context, were designed to improve FLR capacity and awareness at the national and local levels, including providing support to evidence-based policy development, demonstrating the linkages between restoration and livelihoods, and generating public and private financial resources for FLR.

Considering the critical role of large scale private-sector driven value chains in landscape degradation, **the evaluation found their limited engagement in the programme to be a major gap.** However, while the TRI Programme strategy emphasized private sector engagement and sustainable financing as part of its holistic approach, it was observed that the national child projects have overwhelmingly targeted micro and small enterprises and there was a marked absence of engagement with large private sector organizations. While this may partly reflect the economic realities of the participating countries, it is nonetheless important to consider the broader role of large-scale private sector actors that are significant drivers of deforestation and landscape degradation through commodity value chains (e.g. timber extraction and logging, mining, and corporate farming/plantation, etc.) in at least some of the project countries. Engaging them in restoration represents a potential pathway for scaling and sustaining FLR outcomes.

Strong alignment was also observed between the TRI Programme’s overarching objectives and those of its child projects. Illustratively, this consistency was evident in the Programme's focus on FLR across all national projects, while allowing for adaptation to specific national and regional contexts. For example, in Cameroon, the integration of FLR into national and sub-national policies through a national action plan directly supported the Programme’s objective of mainstreaming restoration. The China child project aligned with the Programme’s goals by developing and implementing FLR plans for seven State Forest Farms (SFFs). Kenya’s Tana Delta project contributed to community-led restoration by establishing an Indigenous Community Conservation Area (ICCA) and developing a management plan, while the ASAL project supported the Programme's objective of strengthening national policy frameworks by creating a national FLR strategy. Similarly, the child project in STP advanced intersectoral coordination and planning by establishing a national FLR platform and developing a national FLR plan. Its efforts to create bankable restoration projects were also aligned with the TRI Programme’s aim to mobilize finance for FLR.

Furthermore, basing the Programme’s **M&E framework** on the set of nine Core Indicators (CIs) ensured coherence between the design of the national child projects and the objectives of the TRI Programme. While each individual national child project was designed in line with the respective national restoration challenges and priorities, the reporting against these nine CIs contributed to tracking the Programme’s contribution to the Bonn Challenge and other global commitments.

KEQ 4: How appropriate were the TRI Programme objectives for tackling the drivers of environmental challenges it sought to address?

A review of the national child project design documents revealed that these documents were developed in line with GEF project design guidelines, having been informed by an analysis of the root causes of deforestation and land degradation in the country and the identification of barriers to restoration and maintenance of critical landscapes. This learning was often informed by a review of available policies, ongoing development projects in the country, consultations with stakeholders, and also field visits in some instances. For instance, in the case of Kenya, consultations and FGDs were undertaken with multiple stakeholders, while ensuring representation of women and Indigenous



communities. While in Guinea-Bissau¹⁹, ‘during the Project Preparation Grant (PPG), two missions were conducted to potential project sites, which allowed the PPG team to conduct consultations and to identify several key stakeholders for the project intervention.’ And in Pakistan²⁰, ‘four workshops were organized at Quetta, Peshawar, Chitral, and Gilgit’. In these workshops, a variety of stakeholders including policy makers, department technical staff, NGOs, Village Development Councils, Chilgoza traders participated’. The intended outcomes of each national child project were based on these findings while also ensuring alignment of the national child project outcomes and objectives with the TRI Programme.

Furthermore, as mentioned earlier, linking livelihoods to restoration was a highly appropriate strategy of the Programme to tackle drivers of environmental challenges.

KEQ 5: To what extent did the TRI Programme incorporate lessons from past similar GEF investments or other relevant programmes?

Lessons learned from past GEF investments and other relevant programs were also integrated into the design and implementation of the TRI Programme. Some of these included the "Great Green Wall Initiative" in the African Sahel, the "Landscape Approach to Forest Restoration and Conservation" project in Rwanda, and the "Recovery and Protection of Climate and Biodiversity Services in the Southeast Atlantic Forest Corridor of Brazil." The Programme also built upon existing investments and expertise from the three IAs, such as IUCN’s global restoration portfolio, including its role as a secretariat of the Bonn Challenge and its leadership in advancing FLR through initiatives like the Global Partnership on Forest and Landscape Restoration (GPFLR) Programme, FAO’s FLRM, and UNEP’s Programmatic Cooperation Agreement on “Tools and approaches to support countries in incorporating multiple benefits, green economy and green investment approaches in REDD+ planning.” Finally, **as a pilot initiative for the GEF, TRI contributed to the development of future integrated programming, including the GEF-8 restoration initiative.**

KEQ 6: To what extent were socioeconomic trade-offs considered by the TRI Programme?

A review of relevant documents revealed that the Programme design placed greater emphasis on environmental indicators, with limited direct attention to socioeconomic dimensions. In particular, of the nine CIs, only two (CI 5: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment; and CI 8: Number of “bankable” restoration projects developed in TRI countries) had some reference to socioeconomic aspects. Though, these two indicators did not fully reflect the depth or quality of socioeconomic impacts, such as livelihoods and gender inclusion, etc.

However, most national child projects were seen to have integrated socioeconomic considerations into their design and implementation approaches. In particular, various child projects were seen to link community economic benefits with restoration. For instance, the Cameroon project enhanced biodiversity conservation and climate mitigation while promoting bamboo and Non-Timber Forest Products (NTFP) value chains to boost incomes. The Kenya ASAL project aligned environmental goals with sustainable livelihoods by conducting value chain analyses, training communities in resource management, and connecting them to markets. The project in China mobilized state forests and neighboring communities for collective bargaining with the private sector and also incorporated FLR principles into forestry policies, linking environmental and socioeconomic goals through provincial FLR

¹⁹ Guinea-Bissau Project Document

²⁰ Pakistan Project Document



strategies and local development plans. Examples of community engagement in socioeconomic activities linked to restoration and resource management were also found in the TRI projects in DRC (production of briquettes and improved farming techniques), Guinea-Bissau (solar salt production, oyster farming, vegetable growing, and rehabilitation of rice paddies), and STP (plant nurseries).

However, a review of the Programme Progress Reports (PPRs) revealed that the degree of socioeconomic integration varied across countries. For example, while Kenya, Pakistan, and Cameroon demonstrated strong alignment of socioeconomic and environmental objectives, initial gaps were evident. In Cameroon, the bamboo value chain's potential livelihood impact was underexplored early on. These gaps were later addressed through adaptive measures. Specifically, Cameroon installed processing units to increase community incomes. Similarly, while China initially lacked a socioeconomic analysis of impacts on SFF communities, subsequent capacity-building and training Programs improved alignment with local livelihood needs.

KEQ 7: How compatible was the TRI Programme with other programmes, projects, and initiatives being implemented in the participating countries?

In several countries, the NCPs were implemented in collaboration with local stakeholders. For instance, in Pakistan the project was implemented through the provincial-level Forest Departments who are also the executors or key stakeholders of other key forestry and Natural resource management related initiatives, such as the World Bank funded 'Balochistan Livelihoods and Entrepreneurship Project'. Also, in Kenya, the NCPs also worked in collaboration with other development organizations. An example of this could be found in Kenya (Tana Delta), where Nature Kenya collaborated with German Agro Action for the development of the environmental policy. Also, in Guinea-Bissau, the project collaborated with the European Union (EU) Mangrove Project tonational institutions such as INPA (National Institute for Agrarian Research), local NGOS (AD, Palmerinha, Tiniguena), international NGOS (UNIVERSAL, GRDR, DEDURAM, WETLANDS Africa), and several projects (the European Union Mangrove Project for instance) to strengthen capacities, share knowledge and practices, maximize impact and avoid redundancy. Notably, in Guinea-Bissau, a national platform of mangrove actors (PLANTA) was established to coordinate stakeholders, and this collaboration directly contributed to the development of mangrove law and strategy. However, the evidence for degree of collaboration with external projects/development organizations across NCPs was mixed and did not follow a coherent plan for partnership.

There were also multiple instances of collaboration between TRI NCPs. For instance, Kenya Forestry Research Institute (KEFRI) and Nature Kenya managing the two NCPs projects in the country, respectively, collaborated in their PSCs. Also, KEFRI provided technical support to the project managed by Nature Kenya (Tana Delta) in the area of seed collection and processing. Similarly, the project team from CAR visited DRC to discuss the different restoration approaches being implemented in both countries. Similarly, the project team in STP benefitted from collaboration with their counterparts in Guinea-Bissau, with both countries having shared language (Portuguese) and mutual focus on mangrove restoration (3 exchanges visits have been organized). In addition, the team in STP also exchanged knowledge and information with the team in Cameroon on bamboo as a species for restoration. While a regional workshop in Beijing in September 2019 brought together participants from China, Pakistan, and Myanmar to focus on ecosystem services valuation, incentives, and payments for environmental services supporting FLR.



Furthermore, the Programme's influence extended beyond the TRI countries, as knowledge and outputs generated under TRI were applied in other countries and projects through initiatives led by the three IAs. A major example of this is the replication of the Restoration Factory model in the DRC, Brazil, Viet Nam, and Thailand.

In conclusion, the Programme effectively aligned its ToC, governance structure, child projects' objectives, and M&E system with its overarching goals of promoting FLR integrated with human well-being and biodiversity conservation. Furthermore, NCPs were tailored to national priorities while maintaining coherence with global goals through nine core M&E indicators, ensuring contributions to initiatives like the Bonn Challenge. While the Programme successfully integrated socioeconomic considerations within projects, the overall design placed greater emphasis on environmental indicators. A major gap was also the lack of actively engaging large-scale private sector. Moreover, TRI incorporated lessons from past GEF investments and complemented other national and international initiatives, fostering synergies and expanding their influence beyond participating countries. Overall, the Programme demonstrated strong alignment with its objectives through coordinated governance, targeted project design, and strong monitoring, while also identifying areas for improvement in socioeconomic integration and private sector engagement.

4.4. Effectiveness

This section provides an assessment of the effectiveness of the TRI Programme. This includes an analysis of the extent to which the TRI Programme delivered on its outputs and outcomes; and the factors that affected the delivery of outputs and outcomes across that of the different child projects. When reviewing the Programme outcomes, the reader must consider the fact that some national child projects are still under implementation, having yet to make further progress towards their targeted results. Table 05 presented in the section on [Timeliness](#) provides an overview of the project start and end dates. Additionally, progress towards results tables against the nine core indicators are provided in [Annex 7](#).

4.4.1. Policy Development and Integration

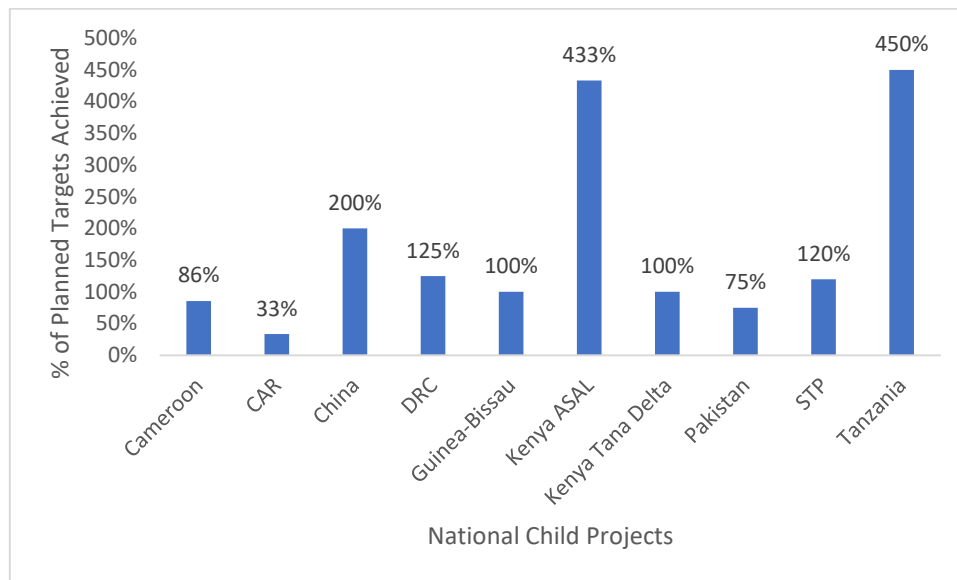
KEQ 8.2: How effective has the TRI Programme been in supporting national and sub-national policy and regulatory frameworks (e.g., new policies, budget increases, framework alignment) for restoration, SLM, and the maintenance and enhancement of carbon stocks in forests and other land uses?

A review of the PPRs revealed that the national child projects have experienced varying levels of success in their support to policy and regulatory framework implementation across countries. Figure 5 presents the percentage of planned targets achieved by each national child project for FLR-related policy and regulatory frameworks. These percentages reflect the extent to which each project met its predefined goals for supporting or developing such frameworks, based on the number of policies targeted versus those successfully supported or developed.

As of 2024, **Tanzania (450%)** and **Kenya ASAL (433%)** far exceeded their initial targets, while **China (200%)**, **DRC (125%)**, and **STP (120%)** also significantly surpassed their initial targets for supporting policies and regulatory frameworks. **Kenya Tana River Delta (100%)**, **Guinea-Bissau (100%)**, and **Cameroon (86%)**, met or nearly met their goals. Conversely, **Pakistan (75%)** and **CAR (33%)** showed the least progress relative to their targets in this area.



Figure 5: National Child Projects' Achievement of Targets for FLR-Related Policies and Regulatory Frameworks (as of 2024)²¹



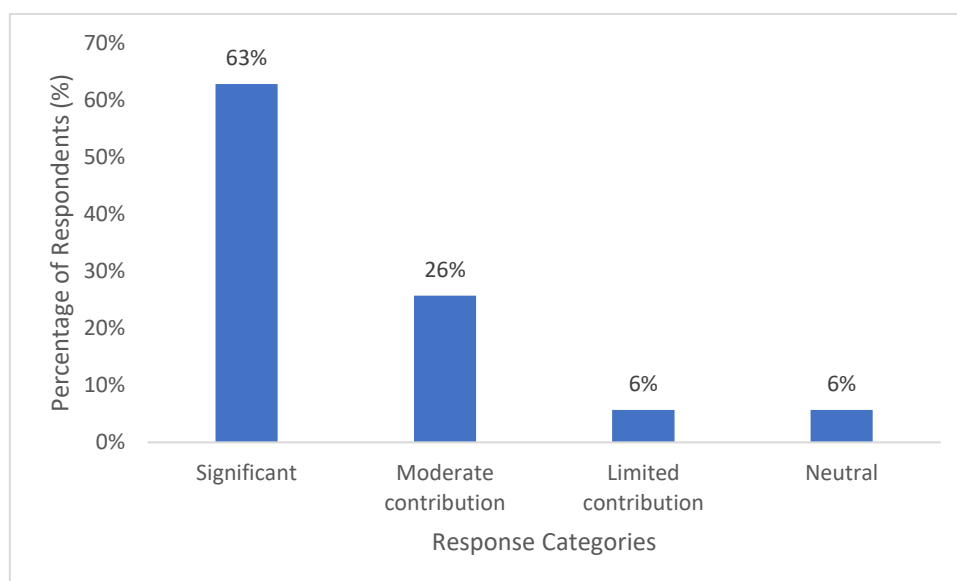
By providing evidence-based insights, identifying key challenges, and assessing resource dynamics, research has informed the creation of targeted strategies and frameworks, enabling the advancement of FLR. For example, under the national child project in **CAR** an assessment of degradation hotspots was concluded and supply and demand for wood energy was evaluated. The Project has also initiated the development of a land use planning framework for the southwestern region of the country, furthering a key priority to develop a legal framework with clear guidelines for managing land use effectively. Similarly, the project in **China** undertook a policy assessment report in 2020 to identify gaps and opportunities for mainstreaming FLR into national policies and also developed the "Green Path to Growth SFF Policy Research in China's New Stage of Economic and Social Development". While, under the **Kenya ASAL** a situational analysis of the NTFPs sub-sector by consulting with 50 institutions to inform the development of a strategy for sustainable commercialization of NTFPs. Moreover, **Tanzania** undertook a baseline study on policy and legal frameworks to identify gaps hindering the implementation of SLM initiatives. The project also finalized the revision of a study on the assessment of institutional capacity for mainstreaming SLM and biodiversity conservation in sectoral plans. The Evaluation survey results revealed that the TRI Programme has made a notable impact on the policy development process in participating countries and regions. As shown in figure 6, a majority of respondents (63%) rated the Programme's contribution as "Significant," while an additional 26% considered it a "Moderate contribution." A smaller percentage of respondents felt the Programme had a "Limited contribution" (6%); while some respondents remained neutral (6%).²²

²¹ Source: Programme Progress Reports

²² Based on a survey of n = 35 respondents.



Figure 6: Perceived Contribution of TRI Programme to Policy Development (n=35)



The following table provides an overview of the policies supported by the Programme across the national child projects.

Table 3: Policies Supported by the TRI Programme

Country	Policy and Strategy Developments for FLR and SLM
Cameroon	Approved the Action Plan (2021-2030) for the Restoration of Land and Forest Landscapes by Ministry of Environment, Nature Protection, and Sustainable Development (MINEPDED). Endorsed the FLR Policy Influence Plan (PIP) document, a policy note, and a scientific note. Established the Harmonized Action Plan for the Restoration of Degraded Land and Forest Landscapes (2020-2030) and a Legal Decision on the Modalities for the Circulation of Non-Timber Forest Products in Plantations . Aims to restore 12 million hectares and provide a formal restoration framework .
CAR	Revised the Forest Policy with the Ministry of Water, Forests, Hunting, and Fishing. Finalized an MoU with the Ministry to integrate FLR into forestry law. The National Assembly approved a draft law on decentralized control and functioning of territorial communities to better address FLR concerns.
DRC	Developed the Provincial Strategy for the Restoration of Forests and Landscapes in South Kivu . Approved land development plans for the Kabare and Ngweshe Chiefdoms. Also developed specific regulatory texts linked to restoration to support the implementation of FLR initiatives at the provincial level.
Kenya ASAL	Finalized FOLAREP and the 10-Year National Strategy for Sustainable NTFP Commercialization , integrating the 5.1-million-hectare restoration plan into national strategy. Reviewed the Equitable Benefit Sharing Regulations (2016) with the National Alliance of Community Forest Associations. Endorsed an NTFP strategy roadmap and finalized the Forest (Incentives and Equitable Benefit Sharing) Regulation for sustainable forest management.
Kenya Tana Delta	Developed key policies to enhance sustainable forest management: Tana River County Forest Policy (2023) , County Climate Change Action Plan (2023–2027) , County Integrated Development Plan III (2023–2027) , Forest and Landscape Restoration Action Plan (2020–2030) , and the County Environmental Policy (2021) . All policies were approved by the County Executive Committee , chaired by the Governor , and ratified by the Tana River County Assembly .



Country	Policy and Strategy Developments for FLR and SLM
STP	Established a National Platform for FLR and a National FLR Plan . Developed four Landscape FLR Plans (three for Sao Tome and one for Principe). Created a subgroup of the National Platform to drive policy improvements, leading to the development and validation of a policy blueprint, including a PIP .
Guinea-Bissau	Mangrove law elaborated and validated Mangrove restoration strategy elaborated and validated Mangrove landscapes and ecosystem cartography updated and confirmed 310,200 ha, representing 8,6% of the national territory. Strong network of mangrove ecosystem actors named PLANTA built and operational

Encouragingly, in some cases, the Evaluation has found participating governments to be implementing relevant policies and frameworks. For example, in China, the State-Owned Forest Farm Authorities officially issued the guidelines developed under the project on applying a landscape approach to forest management. Similarly, in **Kenya's Tana Delta**, the **County Climate Change Act**, developed under the project, has been instrumental in advancing climate mitigation and adaptation, having led to the establishment of the **Tana River County Climate Change Fund** for allocating **2.2% of the county's annual development budget**, with **166 million Kenyan Shillings (KES)** disbursed over three years. The Act also provided the necessary legal framework for the county to qualify for the **World Bank's Financing Locally Led Climate Action Programme**. Under the ASAL project, a link was made with this programme and counties developed restorative proposals which subsequently received funding. Supported by **Nature Kenya**, this legislation has unlocked substantial financial resources for climate resilience.

In at least one instance, the Evaluation also found key policies supporting local communities directly. In **Cameroon**, the **Agroforestry Notebook** developed with the national child project's support, serves as a **'passport' for farmers**, providing proof of ownership for forest products harvested from private land. Additionally, an **electronic platform** was developed to facilitate **data collection, information sharing, and transactions** between suppliers and buyers of **bamboo and NTFP products**. The project has **empowered 500 farmers**, with **161 plantations already eligible for permits**, and more expected to qualify soon.

On the other hand, while significant progress has been made toward developing and refining policies, strategies, and frameworks, some key efforts undertaken by the national child projects are still in process or under review. In particular, **Cameroon's** FLR PIP document has been prepared and is awaiting endorsement by MINEPDED. Similarly, in **Guinea-Bissau**, the National Mangrove Law was finalized, reviewed, and validated but awaits official promulgation due to the dissolution of the national assembly. Moreover, **Kenya Tana Delta** reported its County Forest Bill (Forest Conservation and Management Bill, 2024) was approved by the County Executive Committee and is currently under review by the County Assembly. Also, in **STP**, efforts are underway to establish a national forest monitoring system to track and consolidate project results effectively. Also, in Pakistan, no support for policy development was provided after the assessment of existing policy and regulatory framework in **Pakistan** revealed the sufficiency of existing policies.

Overall, the Evaluation found that the process of developing and implementing policies has faced challenges, particularly in engaging policymakers and ensuring continuity amidst changing political and administrative landscapes. Key challenges reported by interviewed respondents included the significant amount of time and effort in persuading and sensitizing policymakers; lack of conducive



environment for policy making, such as government priorities or political instability; frequent changes in government staff that hinder continuity and delay the implementation of activities; and the high cost of engaging policymakers that further complicates the process of achieving project goals related to policy development.

The evaluation highlights significant contribution to supporting the development of enabling policy in FLR, SLM, and biodiversity across multiple countries. Key achievements include national action plans, legal frameworks, and policy integrations, such as Cameroon's 10-year FLR strategy, Kenya's FLR Action Plan, and STP's National FLR Plan. Notable policy adoptions include China's FLR guidelines for state-owned forests and Kenya's Climate Change Act, which established a Climate Change Fund. Some policies directly benefit communities, like Cameroon's Agroforestry Notebook, which legalizes ownership of harvested forest products. However, several policies remain under review or pending endorsement, with challenges including political instability, bureaucratic delays, and the high cost of engaging policymakers.

4.4.2. Implementation of Restoration Programs and Complementary Initiatives

KEQ 8.1: How effective has the TRI Programme been in increasing national and sub-national commitment to FLR in TRI countries as part of the Bonn Challenge?

The Programme played a significant role in advancing national and sub-national commitment to FLR in alignment with the Bonn Challenge. Among the TRI countries, several had made formal pledges, including Cameroon (12 million ha), CAR (3.5 million ha), DRC (8 million ha), Kenya (5.1 million ha), Pakistan (3.6 million ha), and Tanzania (5.2 million ha). These countries reaffirmed their FLR goals through these commitments and translated them into on-the-ground restoration outcomes through TRI-supported initiatives.

By 2024, TRI Programme activities restored 356,907 hectares and brought 715,165 hectares under improved land management practices. This progress directly contributed to the Bonn Challenge commitments of pledged countries. For example, Pakistan exceeded both its restoration and improved practices targets, demonstrating strong alignment between TRI interventions and its national FLR goals. DRC, Kenya (Tana Delta and ASAL projects), Tanzania, and Cameroon also made notable contributions, with varying levels of achievement across sub-national contexts.

Importantly, the TRI Programme also supported FLR in countries that had not formally pledged to the Bonn Challenge, such as China, Guinea-Bissau, and STP. Despite the absence of official commitments, these countries contributed meaningfully to global restoration efforts. For instance, China and Guinea-Bissau exceeded their restoration targets, while STP demonstrated steady progress toward its goals.

Overall, the TRI Programme was effective in strengthening restoration commitments, supporting pledged countries in meeting their targets while enabling impactful restoration in non-pledged countries.

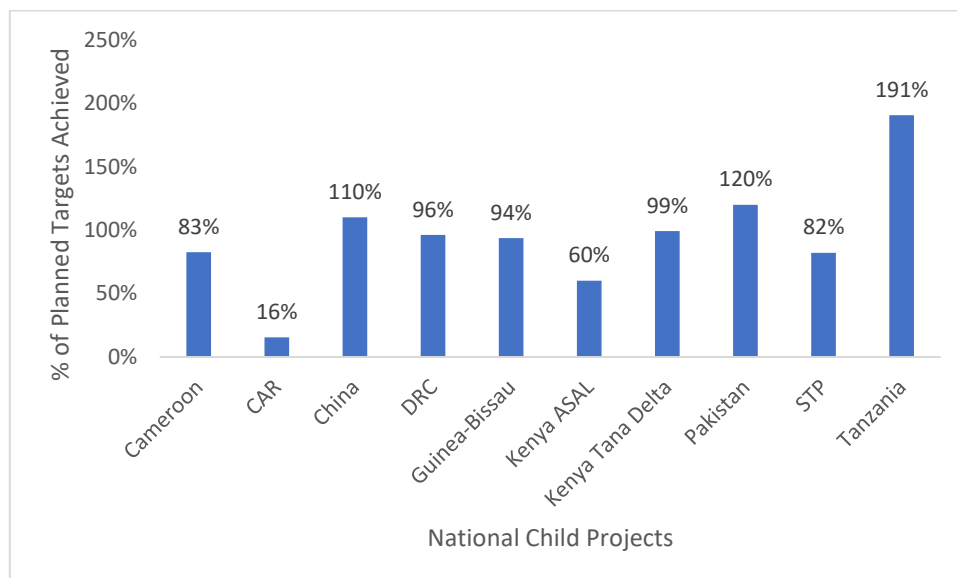
KEQ 8.3: How effective has the TRI Programme been in integrating landscape management practices and restoration plans (e.g., hectares under restoration, adoption of practices, improved biodiversity) implemented by government, private sector, and local community actors?



The effectiveness of the TRI Programme in integrating landscape management and restoration was measured through progress on four related core indicators, including hectares under restoration (CI 2), adoption of improved practices (CI 3), biodiversity enhancement, and Green House Gas (GHG) emission reductions (CI 4). The evaluation also examined the impact of capacity-building efforts (CI 5) in supporting broader restoration initiatives.

The progress reporting shows that the TRI Programme has exceeded its overall restoration target (CI 2), achieving 356,907 hectares (111%) of the planned area under restoration across all project countries. As illustrated in figure 7, at the country level, three of the nine national child projects have surpassed their targets, including **Tanzania (191%), Pakistan (120%), and China (110%)**. National Child Projects nearing full achievement include Kenya Tana River Delta (99%), DRC (96%), Guinea-Bissau (94%), Cameroon (83%), and STP (82%), indicating strong advancements toward their goals. However, two of the nine national child projects are lagging behind, including Kenya ASAL (60%), CAR (16%), and, highlighting the need for further efforts to fully meet their restoration objectives.

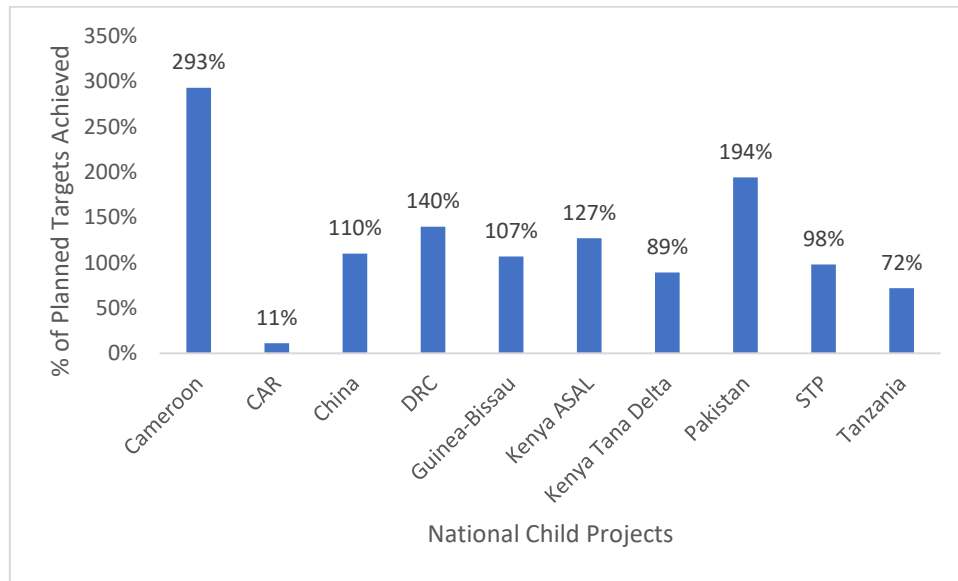
Figure 7: National Child Projects Progress on Area under restoration (ha) (as of 2024)



Similarly, the TRI Programme has exceeded its overall target for increasing **area under improved practices (CI 3), achieving 715,165 hectares (110%) of the planned area across all project countries.** As presented in Figure 8, at the country level, six of the nine national child projects have **surpassed their design targets**, including **Cameroon (293%), Pakistan (194%), DRC (140%), Kenya ASAL (127%), China (110%), and Guinea-Bissau (107%)**, demonstrating strong progress in scaling up improved land management practices. Countries **nearing full achievement** include **STP (98%), Kenya Tana River Delta (89%), and Tanzania (72%)**, indicating steady progress toward their goals. Meanwhile, **CAR (11%) have made limited progress.**



Figure 8: National Child Project Progress on Increased area under improved practices (ha) (as of 2024)

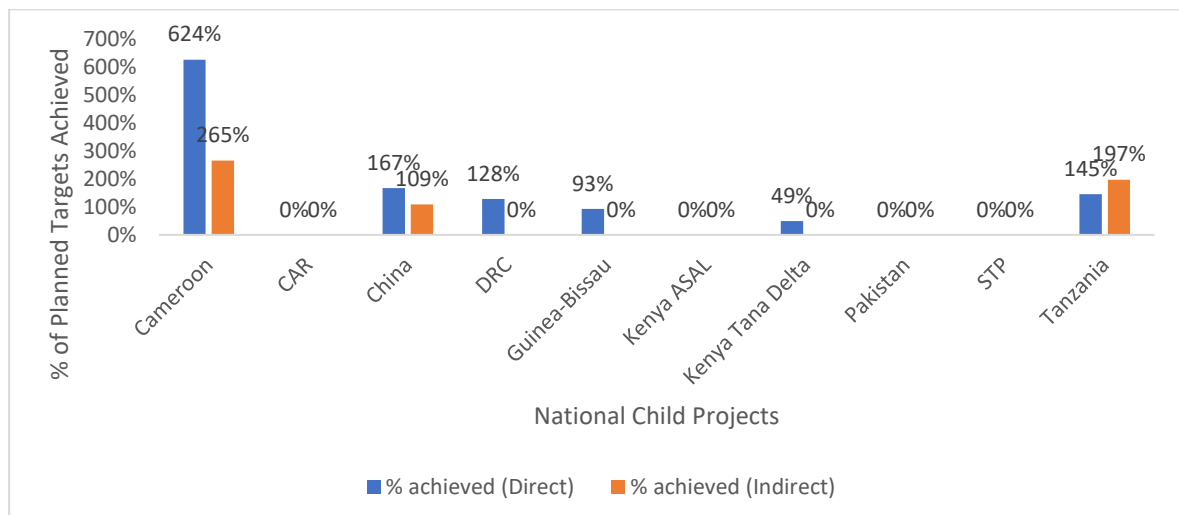


The TRI Programme has only reported progress **17% of its overall target** for direct GHG emissions mitigation and **27% of its overall target** for indirect emissions mitigation. However, this is due to the fact that not all national child projects (including CAR, Kenya ASAL, Kenya Tana Delta, Pakistan, and STP) have reported their progress on GHG emissions reduction, as elaborated in the section on M&E.

As depicted in figure 9 of countries that have reported on this indicator thus far, **Cameroon (624%)**, **China (167%)**, **Tanzania (145%)** and **DRC (128%)** have significantly surpassed their targets for **direct emissions reductions**; and **Guinea-Bissau (93%)** is nearing full achievement. For **indirect emissions**, **Cameroon (265%)**, **China (109%)**, and **Tanzania (197%)** have exceeded their targets, demonstrating strong indirect mitigation efforts.

These results indicate that a small number of countries, particularly Cameroon, China, Tanzania, and Guinea-Bissau, are largely responsible for the Programme's overall performance on GHG mitigation to date.

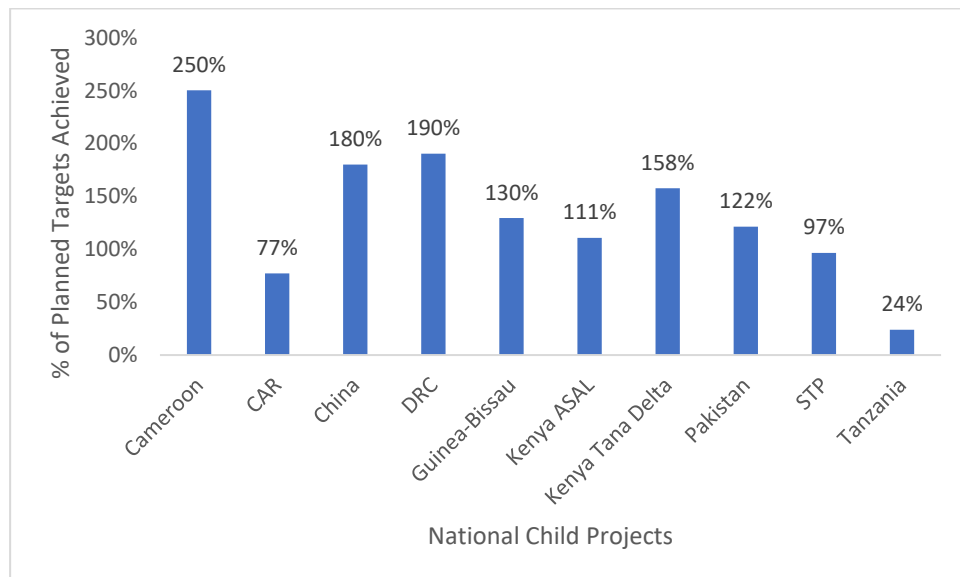
Figure 9: Percentage of GHG Emissions Mitigation Targets Achieved (Direct and Indirect) by National Child Projects (as of 2024)



The TRI Programme has reached approximately 72% of its overall target for direct beneficiaries across all project countries. However, this aggregate masks considerable variation between national child projects. In **Tanzania, the national child project reached a total of 365,432 individuals (214,182 male and 151,250 female) from 91,358 households. Of these, 96,200 individuals are classified as direct beneficiaries, against a national target of 400,000 individuals.** That said, the project remains active until **December 2026**, and this number is expected to increase significantly. Similarly, **CAR (77%)** has not yet met its outreach target but may make further progress before its planned closure in **December 2025**.

Conversely, several national child projects have already **exceeded** their beneficiary targets, including **Cameroon (250%), DRC (190%), China (180%), Kenya Tana Delta (158%), Guinea-Bissau (130%), Pakistan (122%),** and **Kenya ASAL (111%). STP (97%)** is also on track to meet its target by the project's end in **December 2025** as presented in figure 10. In the case of **Pakistan**, while numerical outreach targets have been surpassed, **engagement with women has remained limited** due to contextual and staffing constraints, as discussed in the Gender section.

Figure 10: Percentage of Target Achieved by National Child Projects for Number of Direct Beneficiaries Reached (as of 2024)



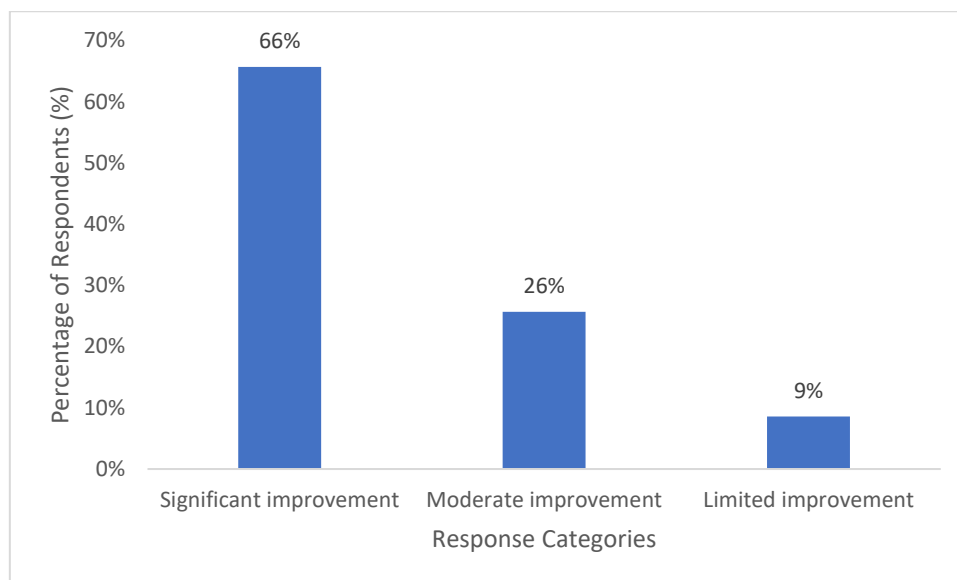
It is also important to note that some national child projects may still make further progress towards their targets. In particular, the Kenya ASAL project is planned to close in April 2025 and the Kenya Tana Delta will close in June 2025; while the national child projects in CAR and STP are slated to close in December 2025; and the national child project in Tanzania will be closed in December 2026.

The evaluation found that under its nine national child projects, the TRI Programme has provided support to varying types of landscapes as part of wider restoration efforts, often tailored to the ecological and livelihood needs of local communities. To varying degrees across the national child projects, partnerships with local government and CSOs, community mobilization, enhancing local capacity, and value chain development were key implementation strategies in this regard. The overall restoration efforts were also supported by foundational work in the form of management plans, Species Threat Abatement and Restoration (STAR) assessments, Restoration Opportunity Assessment Methodology (ROAM) reports, and partner consultations. The Evaluation survey found that the TRI Programme has had a notable impact on the restoration of degraded and deforested landscapes, with



a majority of respondents (66%) rating its contribution as a "Significant improvement." Additionally, (26%) acknowledged a "Moderate improvement," highlighting the Programme's positive role in landscape restoration efforts. However, a smaller proportion of respondents (9%) also reported only a "Limited improvement" as presented in figure 11.²³

Figure 11: Evaluation Survey Findings on TRI Programme's Contribution to the Restoration of Landscapes (n=35)



Use of Restoration Planning Approaches and Monitoring Tools²⁴

The national child project in **Kenya ASAL** reported extensive use of multiple approaches and tools for conservation planning and monitoring. Initially, stakeholder meetings were held in 2020 to develop SLM plans for Ilngwesi (9,470 ha) and Leparua (34,200 ha) conservancies, along with draft SLM plans for Mt. Kulal (51,436 ha) by the Kenya Forest Service. STAR assessments were also initiated to identify priority areas for restoration and conservation actions. By 2021, SLM plans were approved for the Leparua and Ilngwesi conservancies, bringing 43,670 ha under improved management. Moreover, the Project undertook efforts on developing new STAR assessments using higher resolution data and an enhanced approach to identifying habitats for threatened species. In 2022, ROAM assessments in Mount Kulal and Mukogodo analyzed land degradation, its causes and effects, potential FLR interventions, and key stakeholders. In Mount Kulal, 130,978 hectares were identified for restoration with potential options including: Rehabilitation of degraded forests (46,687 ha); Agroforestry on cropland (612.5 ha); Tree-based buffer zones along roads (1,257.06 ha); Tree-based buffer zones along water bodies and wetlands (798.4 ha); and Rangeland restoration (81,623 ha). In Mukogodo, 311,496 hectares were identified for restoration with options such as: Rehabilitation of degraded forests (23,406 ha); Agroforestry on cropland (468 ha); Tree-based buffer zones along roads (5,453 ha); Tree-based buffer zones along water bodies and wetlands (1,167 ha); Afforestation and reforestation (2,507 ha); and Rangeland restoration (278,824 ha).

In addition to Kenya ASAL child project, others reporting the extensive use of foundational planning and monitoring activities included Pakistan, Kenya Tana Delta, Tanzania and China. Under the **Pakistan**

²³ Based on a survey of n = 35 respondents.

²⁴ TRI Programme Progress Reports



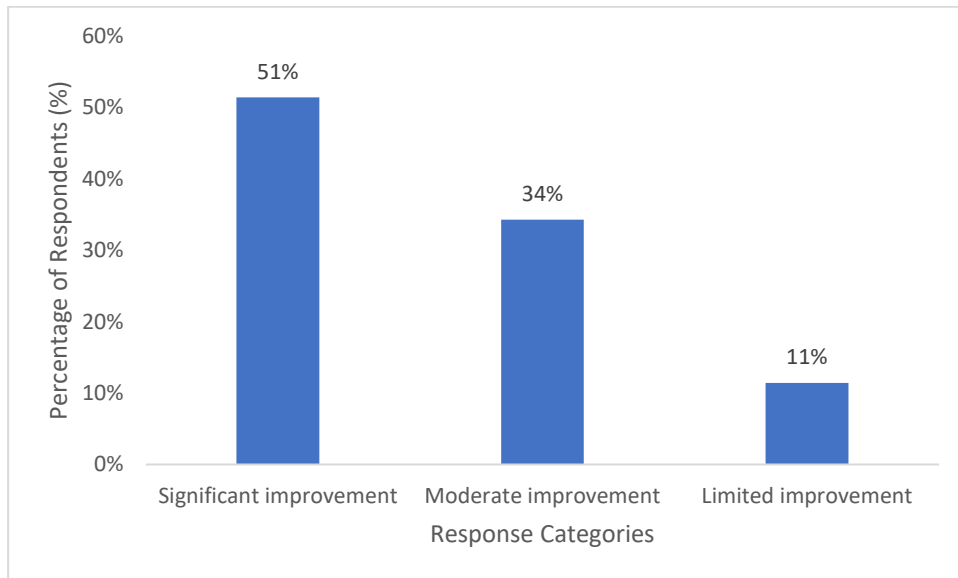
child project three Chilgoza Forest Multi-Functional Management Plans for Diamer, Chitral, and South Waziristan were formulated which were further incorporated into the LOAs, with the Forest Departments of Gilgit Baltistan and Khyber Pakhtunkhwa leading the restoration work. The **Kenya Tana Delta** project conducted preliminary STAR assessments and baseline evaluations to identify priority sites for restoration and conservation actions; while in **Tanzania**, the ROAM report identified specific interventions for each project site and modelling was undertaken to pinpoint the exact areas where these interventions would be implemented. In **China**, foundational activities were undertaken, including baseline ecosystem service assessments at 7 pilot SFFs and the development of draft FLR-based management plans for these SFFs and Bijie city, covering 313,000 ha.

Furthermore, conservation approaches implemented across several national child projects were **community-led**, while being linked to **livelihoods**. This was notably observed in Guinea-Bissau, Kenya Tana Delta, Pakistan, and Cameroon. In **Guinea-Bissau**, the project linked mangrove restoration to introduction of improved agriculture practices in rice paddies to address the environmental challenges posed by Panpan, that involves clearing mangroves to create rice paddies, leading to significant environmental degradation and loss of mangrove habitats. Additionally, to reduce dependence on rice monoculture, the project introduced diversified income-generating activities such as solar salt production, on-bottom oyster farming, and horticulture. Similarly, in the **Kenya Tana Delta**, the national child project focused on rangelands, forests, mangroves and wetlands. Restoration efforts were promoted through distribution of 180 hardy and prolific goats of Galla breed to reduce overgrazing and improve profitability; enhancement of fish farming through the establishment of 11 improved fishponds and inputs, allowing for a larger and more sustainable operation than was previously possible; **the distribution of certified drought-resistant seeds**; and the establishment of a tree nursery. And the national child project in **STP** supported local communities in the development of non-wood forest products, particularly in the honey and ground snail value chains. While in **Pakistan**, local communities were supported in the value chain development of pine nuts through training and provision of harvest and post-harvest equipment. The Evaluation's online survey revealed that the TRI Programme has had a positive effect on local communities. According to the survey, 51% of respondents reported a "Significant improvement", while 34% indicated a "Moderate improvement", suggesting that the Programme has effectively contributed to economic and social benefits in its target regions. However, 11% of respondents also noted "Limited improvement", as presented in figure 12.²⁵

²⁵ Based on a survey of n = 35 respondents.



Figure 12: Evaluation Survey Findings on TRI Programme's Impact on Local Communities and Livelihoods (n=35)



The TRI Programme also supported **carbon trading**²⁶ in two countries. In **STP**, a Payment for Ecosystem Services (PES) mechanism was introduced, certifying the carbon sequestered by trees in restored areas. This certification is now positioned for sale on the voluntary carbon market, creating a sustainable revenue stream, benefiting 5,000 farmers, generating economic opportunities alongside ecological benefits. In **Tanzania**, forests currently generate revenue for the government through carbon trading. Before its closure in December 2026, the project aims to involve local villagers in also accessing these benefits.

To improve community capacities for restoration, in addition to **capacity building for livelihoods and value chain development**, trainings were also provided in FLR-related techniques and practices. For instance, in Cameroon, Yale University's Environmental Leadership & Training Initiative (ELTI) FLR online course was delivered; in CAR and Kenya's ASAL region, training focused on land-use mapping using Collect Earth and FLR investment monitoring. China emphasized trainings on FLR theory, PES, and forest management, while DRC addressed ROAM and monitoring methodologies. In Kenya's Tana Delta climate-smart agriculture was promoted through local and international exchange visits; and Pakistan focused on PES training. The Evaluation survey found that almost half of the respondents (48.57%) rated capacity-building and knowledge-sharing activities as "Very effective," while 40% found them "Effective." A smaller proportion (8.57%) remained neutral, and only 2.86% considered them "Ineffective."

However, the outcomes of support to livelihoods and capacity-building activities in terms of their application for conservation were not systematically monitored and reported. Nevertheless, the evaluation was able to obtain some anecdotal evidence through document review and interviews that pointed to positive changes. Key examples included beneficiaries in CAR reporting the discontinuation of slash and burn agriculture.

[Annex 8](#) and [Annex 9](#) provide brief case studies from Cameroon and the Tana Delta, respectively, offering an overview of the TRI's adopted approaches for restoration through community



participation. However, the Pakistan case study could not be developed as the FGD was not conducted, as detailed in the limitations section.

In conclusion, through collaboration with governments and local communities, the TRI Programme has contributed to FLR. By employing participatory approaches, capacity building, and value chain development, the Programme has empowered local communities to drive sustainable income-generating activities aligned with restoration objectives. However, a critical gap identified by the evaluation in the Programme's efforts was the limited involvement of the private sector and corporations in supporting restoration initiatives, especially due to their perceived role in extractive resource management.

The TRI Programme faced several external challenges that influenced project activities across various countries. These challenges ranged from disruptions caused by the COVID-19 pandemic and security risks in conflict-prone areas to environmental constraints such as water scarcity and irregular rainfall. Additionally, legal and governance-related issues, including land tenure complexities, created hurdles for project execution in some regions, while language barriers further complicated collaboration and knowledge exchange.

KEQ 8.4: What were the key external factors (e.g., policy environment, socio-economic conditions, COVID-19 pandemic) that influenced the performance of child projects?

The COVID-19 pandemic posed significant difficulties across multiple TRI project sites, disrupting fieldwork and delaying critical forestry activities. In STP, restrictions interrupted restoration efforts, affecting the team's momentum, as forestry activities require consistent engagement for long-term success. Similarly, in Guinea-Bissau, the first two years of the project were severely impacted by travel restrictions, halting field planting activities and resulting in the loss of crucial time. To recover, the team accelerated efforts in the following years, ultimately achieving an 80% survival rate for restored areas despite the initial delays. In CAR, mobility restrictions limited field interventions, forcing project activities to be concentrated primarily in Bangui, which reduced direct engagement with restoration sites.

Security and political instability further complicated project implementation. In Cameroon, the TRI project was initially planned across four landscapes, but security concerns in Bakossi-Bayang-Mbo, classified as a fragile zone due to ongoing political unrest, made implementation too risky. To adapt, the steering committee reallocated activities to the three remaining landscapes, ensuring project continuity. Beneficiaries from the restricted site were invited to safer areas for training before returning to their communities, but the inability to conduct direct field activities remained a significant limitation. Similarly, in CAR, the security situation in this post-conflict country posed additional challenges, making certain areas inaccessible due to safety risks. As a result, project activities had to be delayed until conditions improved, further complicating implementation.

Environmental factors, particularly water scarcity and climate variability, significantly impacted restoration efforts across multiple countries. In Cameroon, water availability was not fully accounted for during project planning, leading to difficulties in maintaining nurseries. The situation was particularly severe in northern Cameroon, where extreme heat waves and unpredictable rainfall patterns exacerbated water shortages. Additionally, climate change-induced shifts in rainfall disrupted planning, requiring continuous irrigation systems to prevent plant losses. In Kenya ASAL, prolonged drought made it difficult to sustain restoration efforts, while in Guinea-Bissau, poor soil quality and



irregular rainfall patterns hindered assisted natural regeneration. As a result, planting became the preferred method, though its success was highly dependent on seasonal rainfall. However, inconsistent precipitation prevented the full restoration target from being achieved, highlighting the critical role of water availability in the sustainability of restoration initiatives.

Land tenure and governance issues also presented obstacles in some project areas. In Kenya ASAL, communal land ownership created complexities in land management and project execution, requiring careful stakeholder engagement. Similarly, in CAR, the absence of a formal land ownership law—only a draft law under consideration—created uncertainty, as land is traditionally regarded as ancestral property. Most of the areas restored by the project lacked formal land documentation, leaving surrounding communities in a precarious position regarding their rights and long-term access to the land.

Additionally, language barriers posed difficulties in international collaboration and knowledge exchange. In STP, a Portuguese-speaking country, communication challenges arose, as many global meetings and exchanges were conducted in English or French. This required additional effort from the team to effectively engage with international partners, at times hindering smooth collaboration and limiting knowledge-sharing opportunities.

In summary, the TRI Programme faced external challenges that impacted project implementation, including COVID-19 disruptions, security risks, water scarcity, land tenure complexities, and language barriers. The pandemic delayed restoration efforts, while conflicts in Cameroon and the CAR restricted field activities. Environmental factors, such as irregular rainfall and drought, hindered nursery maintenance and planting success, particularly in Kenya ASAL and Guinea-Bissau. Land ownership uncertainties in Kenya ASAL and the CAR complicated project execution, and language barriers in STP affected collaboration. Despite these challenges, adaptive measures helped sustain progress toward FLR goals.

4.4.3. Institutions, Finance, and Upscaling

This section provides an analysis of the effectiveness of the TRI Programme in strengthening institutional capacities and financing arrangements through the establishment and strengthening of cross-sectoral planning mechanisms and frameworks that integrate restoration efforts at national and sub-national levels (CI 6), the increased flow of public, private, and development partner resources into restoration (CI 7), and the successful development of bankable restoration projects (CI 8). These indicators highlight the Programme's role in creating a sustainable foundation for long-term restoration and ecosystem management.

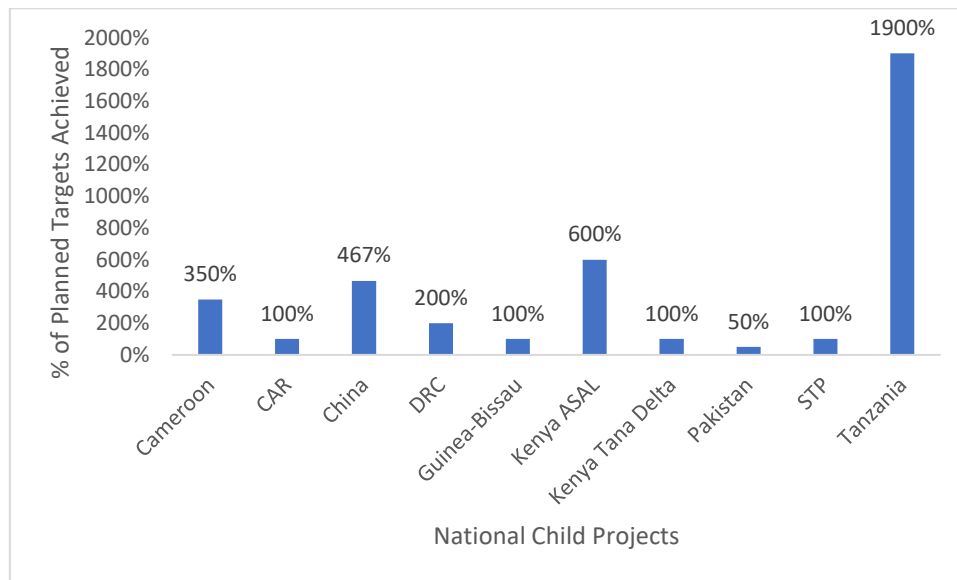
KEQ 8.5: How effective has the TRI Programme been in strengthening institutional capacities and financing arrangements (e.g., institutional capacity-building, financing mechanisms, fund mobilization) in place to allow for and facilitate large-scale restoration and maintenance of critical landscapes and diverse ecosystem services in TRI countries?

TRI Programme has significantly exceeded its overall target for developing the number of **cross-sectoral planning mechanisms and frameworks** that incorporate and support restoration at national and sub-national levels (CI 6) in TRI countries. Overall, the Programme has achieved 367% of the planned target across all national child projects. At the country level, several national child projects have significantly surpassed their targets, including Tanzania (1,900%), Kenya ASAL (600%), China



(467%), and Cameroon (350%), and DRC (200%), demonstrating exceptional progress in establishing cross-sectoral planning frameworks. Also, Guinea-Bissau (100%), CAR (100%), Kenya Tana Delta and STP (100%) have fully met their targets. In contrast, Pakistan (50%) has made only partial progress against its target. However, the exponentially high progress reported in Tanzania, Kenya, China, and Cameroon, can be an indication that either these national child projects did not understand/agree on the definition of this indicator or conversely, the targets established in the national child project designs for this indicator were unrealistically low. Figure 13 provides an overview of the achieved cross-sectoral planning mechanisms in TRI countries, measured in percentage.

Figure 13: Percentage of Target Achieved by National Child Projects for Establishing Cross-Sectoral Mechanisms (as of 2024)



The TRI countries developed a variety of cross-sectoral planning mechanisms and frameworks. **China** demonstrated a robust approach by establishing the Central PSC, which incorporated key national entities like the National Forestry and Grassland Administration and the Ministry of Finance (MoF). FLR Planning Working Groups in Bijie City and Fengning County engaged in over 10 sectors, including forestry, ecological management, and transportation, showcasing an integrated, cross-sectoral effort. Similarly, **Kenya (ASAL)** made significant strides with the FOLAREP 2021–2026 initiative, which enhanced FLR monitoring through a multi-level coordination mechanism involving national, county, and ward-level committees, alongside a tree growing Programme and a Restoration Monitoring Technical Working Group. In **STP**, a National Platform for FLR was officially established, bringing together all major FLR stakeholders and facilitating the creation of a Forest Landscape Plan in collaboration with the Directorate of Forests and Biodiversity.

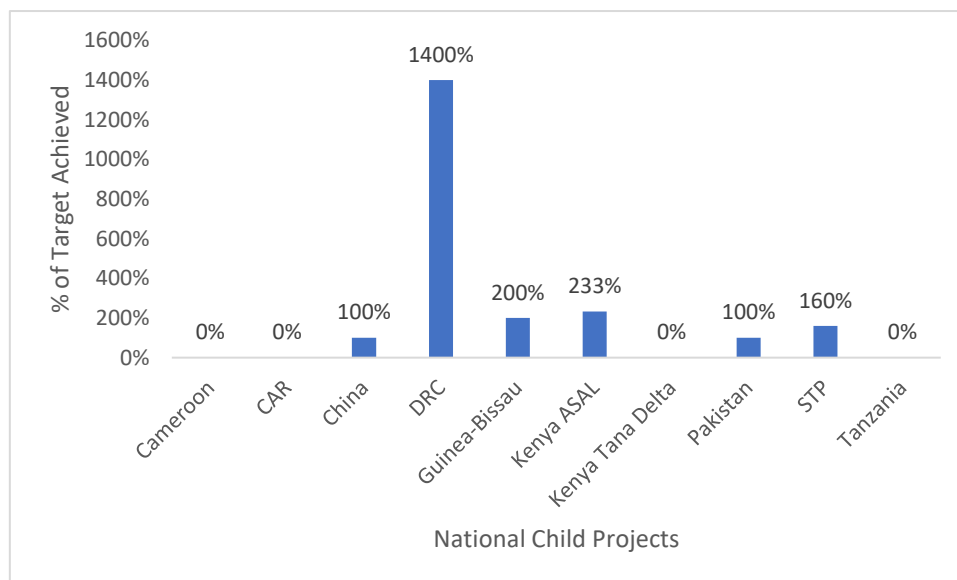
Moreover, **Tanzania** Child Project established ten cross-sectoral Sustainable Landscape Restoration (SLR) working groups, including a National SLR Working Group, seven District SLR Working Groups, and two Basin SLR Working Groups. Additionally, **Pakistan's** efforts focused on establishing Forest Protection and Conservation Committees across 14 valleys for sustainable forest management. Finally, CAR and Cameroon mostly engaged in foundational activities like coordination meetings, cross-sectoral discussions, and partner mobilization to lay the groundwork for future FLR initiatives, with varying levels of progress.



Overall, the measures undertaken in China, Kenya (ASAL) and STP were found to be strategic and are incorporated in the sectoral planning mechanisms. Tanzania, Pakistan, CAR and Cameroon established coordination mechanisms at various levels to facilitate project implementation. These included county level coordination bodies in Tanzania, a national coordination mechanism in Cameroon, and a coordination group with local government in Pakistan.

The TRI Programme has also slightly exceeded its overall target for **bankable restoration projects (CI 8)**, achieving **248% of the planned goal** across all project countries. As illustrated in figure 14, at the country level, several countries have **surpassed their targets**, including **DRC (1,400%)**, **Kenya ASAL (233%)**, **Guinea-Bissau (200%)**, and **STP (160%)**, demonstrating strong progress in developing viable restoration projects. **China (100%)** and **Pakistan (100%)** have fully met their targets, reflecting successful implementation. While some national child projects such as Cameroon and CAR did not report bankable projects under the standardized CI 8 reporting in the Programme Progress Reports, progress was nonetheless reported through other channels, such as the country PIRs. These reports indicate that steps were taken toward developing bankable restoration projects, even though this information was not captured under the Core Indicator section. In the case of Tanzania, while no bankable project has been reported to date, plans were underway to develop such projects with support from the Restoration Factory.

Figure 14: Percentage of Target Achieved by National Child Projects for Number of Bankable Restoration Projects (as of 2024)



In China, seven state-owned forest farms collaborated to launch effective bankable approaches. While STP partnered with Plan Vivo Foundation to certify FLR activities and sell carbon credits in the voluntary market. In DRC opportunities were identified to finance FLR actions nationally through The National REDD+ Fund (FONAREDD) support and training provided by the Restoration Factory, resulting in the acceptance of 10 funding proposals under Terrafund for AFR100. Also, the national child project in Guinea-Bissau engaged in consultations with UNEP and explored partnerships with the United Nation Forum on Forests to support FLR funding under the Collaborative Partnership on Forests GEF initiative, resulting in two bankable projects. Whereas, the Kenya ASAL project developed various bankable projects, including the Mt. Kulal Biosphere Reserve restoration and sustainable businesses like honey and essential oils, with KES 36 million raised through carbon credits.



On the other hand, while progress was made in laying the groundwork for bankable projects, the remaining five national child projects, namely Cameroon, CAR, Kenya Tana Delta, and Tanzania, did not successfully establish any bankable projects. In Cameroon, efforts under the Restoration Factory Initiative, in collaboration with Bio Live Venture and Living Forest Trust, were discontinued due to a lack of enterprise management support. CAR's CentraForest Initiative, a public-private partnership with plans to invest 1.5 billion CFA francs over 25 years, also failed to materialize into bankable projects. In Kenya Tana Delta, the Green Industrial Park initiative advanced with UNEP support, but no bankable projects were finalized despite hosting significant events like the 4th Jumuiya Agribusiness and Blue Economy Investment Conference. In Pakistan, two bankable projects, including “Restoration of dry temperate forest of Pakistan” and “Sustainable rice production in Punjab, Pakistan” have been designed and are under review. Similarly, in Tanzania, discussions on investment opportunities, prioritizing restoration commodities, and identifying mentors have laid a foundation, but no bankable projects have been identified yet.

Interview respondents during the evaluation reported that an enabling environment in the country is a major factor affecting the development of bankable projects. This was particularly true in China and STP, where the government agencies and financial institutions worked in concert to support the project activities. Similarly, the relatively higher availability of impact funds in Africa facilitated the progress on bankable projects in Guinea-Bissau and DRC. Conversely, a major challenge cited by TRI management and stakeholders in the development of bankable projects was the reluctance of potential financiers to fund restoration initiatives as they are deemed high risk. In addition, it was also reported that in the context of the project strategy, which mostly focused on micro and small enterprises, business capacities to access finance are critically lacking, and require support through training programs, such as the UNEP-supported Restoration Explorer and the Restoration Factory. Moreover, with the exception of STP and Kenya ASAL, work on PES was an area that remained largely underexplored. Although some initial support was provided, particularly in Pakistan and China, progress was hindered by limited Programme funding and resources, preventing further implementation and development of this component.

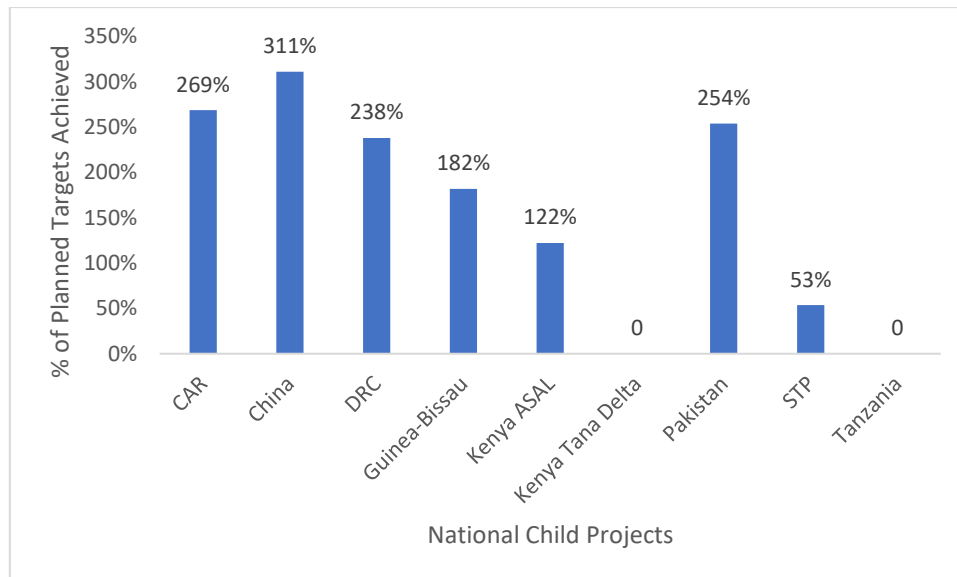
In summary, while the TRI Programme exceeded its overall target (248%) for developing bankable restoration projects, results across the countries varied significantly. This progress was mostly driven by strategic collaboration and innovative approach to funding strategies in China, DRC, Kenya ASAL, Guinea-Bissau, and STP. Conversely, Cameroon, CAR, and Kenya Tana Delta did not deliver any projects due to weak local capacities, lack of financial feasibility, and limited enterprise support. Also, the Programme was unable to extensively explore PES mechanisms.

A crucial outcome of the Programme advocacy and cross-sectoral collaboration has been the **increased flow of public, private, and development partner resources into restoration (CI 7)**, ensuring sustainable financing and long-term support for large-scale restoration efforts. According to progress monitoring, the TRI Programme has exceeded its overall target for funding flowing into FLR, achieving 205% of the planned goal across all TRI countries. As presented in figure 15, several countries far surpassed their targets, including China (311%), CAR (269%), Pakistan (254%), DRC (238%), and Guinea-Bissau (182%), and Kenya ASAL (122%). Meanwhile, STP (53%) is making progress but has not yet reached their target. Also, while Cameroon, and Kenya Tana River Delta did not have an initial target (N/D) recorded for FLR funding, they have reported progress comparable to most countries in terms of the USD funding flowing into FLR. However, progress cannot be compared against a



benchmark due to the lack of established targets. Furthermore, the national child project in Tanzania which is planned to close in December 2026 has not yet reported progress on this indicator.

Figure 15: Percentage of Financial Mobilization Targets Achieved by National Child Projects for Forest and Landscape Restoration (as of 2024)



Funding for FLR initiatives under the TRI Programme has come from a diverse range of sources, including national governments, international organizations, private sector contributions, and climate finance mechanisms. In **Cameroon**, major funding contributions were made by the Government of Cameroon, along with support from IUCN and Biodiversity International. In the **CAR**, funding was secured from the Least Developed Countries Fund (LDCF), with ongoing discussions to mobilize additional resources from the Central African Forest Initiative and the World Bank's PGRN project. **Guinea-Bissau** benefited from multiple funding sources, including Birdlife International, Palmerinha, Landa Guiné, Associação de Desenvolvimento de Povo para Povo, Sustainable Development of Mangrove Agriculture (DEDURAM) project, and Bosque y Comunidad (Geo-database). **Kenya ASAL** received contributions from the government, international donors, and grants, including funding through green bonds and the Green Climate Fund (GCF). In **Kenya Tana Delta**, financial support came from a private sector company, the Wetlands International Source to Sea Project, and Financing Locally Led Climate Action's County Climate Change Resilience Investment grants. While **Pakistan** relied on funding from the Government of Pakistan. Additionally, the national child project has supported the development of two proposals for donor funding. These contributions demonstrate the varied financial strategies used across countries, combining public, private, and international funding to advance large-scale restoration initiatives. The Evaluation survey found that the TRI Programme has been largely successful in leveraging financial resources for FLR activities, with a majority of respondents (66%) rating its success as "Good" and 20% considering it "Excellent." However, 14% of respondents remained neutral when responding to this question.

While significant progress has been made on promoting the flow of funding resources by different national child projects, the evaluation found that this activity was often restricted to traditional sources, such as government and development sector. On the other hand, as mentioned in the analysis on CI 2, 3, 4, and 5 related to Restoration, the Programme's engagement of private sector for restoration was limited. In particular, the Programme could have engaged large-scale businesses, such



as those engaged in agriculture, mining, or timber extraction, to fund FLR for mitigating deforestation in their supply chains.

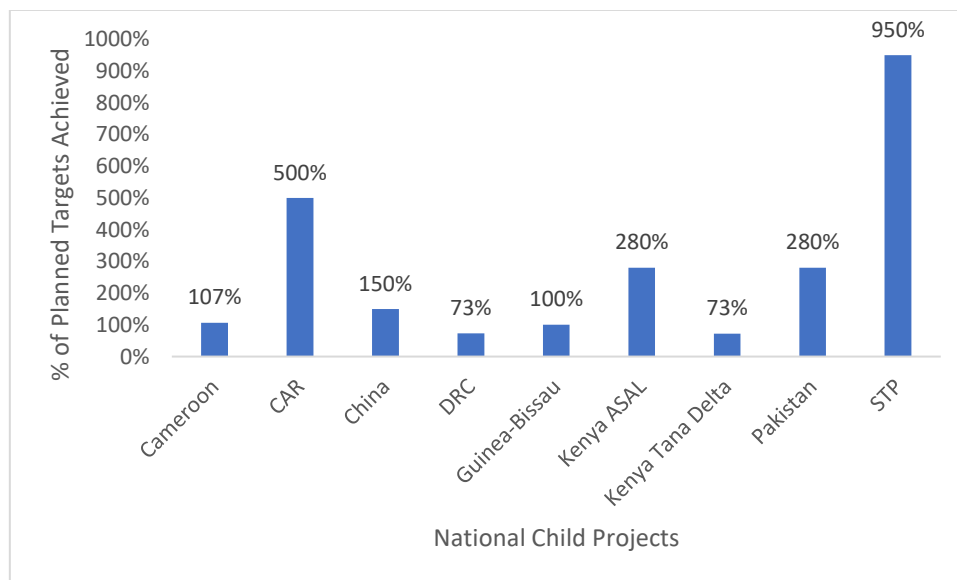
4.4.4. Knowledge, Partnerships, Monitoring and Assessment

KEQ 8.6: How effective has the TRI Programme been in increasing effectiveness of Programme investments among Programme stakeholders; and improving knowledge of best practices on restoration (e.g., knowledge products, stakeholder engagement, outreach efforts among key external audiences and other donors?)

This section provides an assessment of the effectiveness of the knowledge products developed under the TRI Programme and the efforts towards their dissemination through relevant knowledge platforms (CI 9).

The TRI Programme has significantly exceeded its overall target for publishing the best practices, achieving 250% of the planned goal across all project countries. As depicted in figure 16, several countries far surpassed their targets, including **STP (950%)**, **CAR (500%)**, **Kenya ASAL (280%)**, and **Pakistan (280%)**, demonstrating strong efforts in documenting and disseminating best practices. **China (150%)**, and **Cameroon (107%)** also exceeded their goals, while **Guinea-Bissau (100%)** fully met its target. **Kenya Tana River Delta (73%)** and **DRC (73%)** are still processing towards its target. Although, target for **Tanzania** was not determined at the time of the Evaluation, it made notable contributions by producing 8 knowledge products. These results highlight the strong focus on knowledge product development across TRI countries, with some national child projects making exceptional contributions while others may require additional efforts to fully meet their targets.

Figure 16: Percentage of Target Achieved by National Child Projects on Publication of Best Practices (as of 2024)



Communication products used across TRI countries reflect a diverse approach to sharing project outcomes, raising awareness, and promoting collaboration. Common themes included printed materials, audiovisual content, digital platforms, and public engagement activities, with some countries prioritizing specific methods based on local needs and outreach capacity.



Several countries relied heavily on printed materials such as brochures, technical manuals, and policy documents. For example, **Cameroon** developed an agroforestry notebook and a bamboo propagation manual, while **Tanzania** distributed flyers, banners, and calendars. Countries like **CAR, DRC, and China** focused on training materials, guides, and reports to document and share best practices in FLR.

Audiovisual content also played a crucial role in outreach and awareness campaigns. Countries such as **Cameroon, Guinea-Bissau, DRC, and Kenya ASAL** produced video documentaries, while **Tanzania and STP** used radio and television to reach a broader audience. In **Pakistan**, local media covered events, ensuring regional visibility of FLR initiatives.

Furthermore, digital platforms and publications were used to facilitate knowledge sharing and cross-country collaboration. **Guinea-Bissau and Cameroon** established online platforms, while **Pakistan** contributed regularly to the TRI global newsletter. **Guinea-Bissau** also leveraged international conferences like Conference of the Parties (COP) 27 to showcase project achievements.

Countries also used public engagement and events to enhance outreach. **Kenya ASAL** organized a TRI Knowledge Sharing Webinar Series and a "Walk Wild" event, while **Kenya Tana Delta** developed a communication strategy and disseminated restoration messages through media outlets.

A key pattern observed is that countries with strong institutional frameworks, such as **Kenya, Cameroon, and China**, utilized a mix of print, digital, and audiovisual materials, while others, like **Guinea-Bissau and Tanzania**, focused on mass media and international visibility. Countries with significant local community engagement, like **DRC and CAR**, developed region-specific educational tools such as comic books, illustrated guides, and training manuals to ensure accessibility.

At the TRI Programme-level various knowledge products, including annual reports, newsletters, and online courses, were developed to capture and disseminate lessons learned. Stakeholder interviews emphasized the value of knowledge sharing. In particular, the TRI web portal, a harmonized M&E framework, and the internal Dgroup online platform facilitated knowledge exchange among countries. Key publications, such as the TRI Year in Review, disseminated valuable insights and lessons learned, contributing to the broader promotion of FLR practices.

In Kenya Tana Delta, climate-smart agriculture has been promoted through training sessions for officers, farmers, fisherfolk, and livestock keepers, focusing on advanced technologies. Exchange visits within Kenya (Embu, Mombasa) and internationally (Tanzania) have enhanced learning, with participants gaining insights from agroforestry projects at the Kenya Agricultural Research Institute (KARI). These efforts have strengthened skills and community development, and global knowledge sharing.

Overall, TRI countries employed a combination of communication methods tailored to their specific audience, balancing technical knowledge-sharing, mass media outreach, and public engagement to effectively promote FLR initiatives. Considering the low literacy levels and digital accessibility in most Programme countries, the use of illustrative guides and audio-visual channels is encouraging. Similarly, initiatives such as Kenya ASAL's webinar series and Guinea-Bissau's participation in COP 27 highlight efforts to position TRI projects on global platforms. Furthermore, interviews with stakeholders revealed that they found the Programme-level knowledge resources, e.g. the TRI Year in Review report as well as the exchange visits to Programme countries particularly useful. The survey findings indicate that the quality of knowledge products and tools developed and disseminated by the TRI Programme is highly regarded by respondents. A majority (51.43%) rated them as "Excellent," while 40% rated



them as "Good." Only a small percentage (8.57%) remained neutral, suggesting that the knowledge products were generally well-received and considered valuable.

However, due to the lack of a standardized framework for monitoring the reach, utility, and effectiveness of knowledge products across countries, the evaluation was unable to fully assess their effectiveness. Nevertheless, it can be assumed that these knowledge products made at least some contribution to the Programme's overall effectiveness in areas such as policy (CI 1) and mobilizing flow of financial resources for restoration (CI 7). Furthermore, as elaborated in the section on Efficiency and M&E, this component often suffered from low resource allocation in the national child project budgets.

4.5. Programme Implementation

4.5.1. Programme Governance, Coordination and Management

KEQ 10: How well did the lead Agency (IUCN) lead and coordinate the Programme and how well did the other Agencies (FAO and UNEP) perform their responsibilities as relevant to overall Programme progress and performance? How well did the 3 Agencies collaborate with each other?

The **Programme's governance structure** was also found to be aligned with TRI's multi-country orientation. Facilitating a programmatic approach, a **Programme Advisory Committee (PAC)** provided strategic guidance, progress reviews, and advice on adaptive management. Members of the PAC included senior representatives from the three GEF IAs, selected representatives from the national Project Steering Committees (PSCs), and relevant technical experts from the IAs as well as outside experts from the sector. A dedicated **Global Coordination Unit (GCU)** to support daily operation, set up in 2018 and housed within IUCN was comprised of a core IUCN team, including a Programme Manager, other IUCN staff, and consultants, with close collaboration from designated focal points from FAO and UNEP. Furthermore, each national child project featured a tailored management structure involving public or private sector executing partners and a national PSC to provide guidance and oversight to the respective Child Project.

Interviews with stakeholders revealed that the GCU and PSCs played a crucial role in facilitating Programme coordination, M&E, review, and approval of adaptive changes when required. Furthermore, the GCU was also instrumental in facilitating communication among the various Child Projects. In addition, these management bodies were instrumental in reviewing and approving adaptive changes. Respondents (66 percent) of the evaluation survey rated the Programme's coordination and collaboration among stakeholders as "Good," while 34 percent rated it as "Excellent."

IUCN served as the Lead GEF Agency for the Programme, providing overall oversight and ensuring coherence among all child projects. In practice, IUCN worked closely with FAO and UNEP to optimize integration and identify synergies between country-level initiatives. IUCN also guided collaborative activities by supporting shared approaches to technical standards for FLR and encouraging common monitoring frameworks. These measures helped maintain consistency in how progress and impact were tracked across diverse geographies. As part of its leadership role, IUCN liaised with national stakeholders and with external partners to advance restoration commitments. It monitored overall implementation and regularly facilitated knowledge exchange among the agencies to keep the Programme on course. **Through this engagement, IUCN ensured that lessons learned in one country**



could be applied elsewhere, thereby strengthening the Programme's collective impact on restoration.

The three IAs also leveraged their relationship from partnership experience under other initiatives. For instance, IUCN and FAO have collaborated on the Global Forest Landscape Restoration Partnership, whereas FAO and UNEP have partnered on the Global Peatland Initiative, and FAO and UNEP have been co-leading the REDD+ initiative in partnership with United Nations Development Programme.

Implementation responsibilities were shared among the three partner agencies, and these responsibilities were found to be largely upheld during implementation. Each agency managed and disbursed GEF funds for its respective child projects in accordance with internal rules and GEF standards, entering into agreements with external service providers and local partners. The national child projects were distributed among the three GEF IAs based on their respective expertise and in-country networks, with FAO leading five projects, IUCN leading three, and UNEP leading two, as shown in Table 3.

Table 4: Distribution of Projects Across GEF Implementing Agencies

Implementing Agency	Countries/Projects
IUCN	Cameroon, China, and Guinea-Bissau.
FAO	CAR, DRC, Kenya (ASAL), Pakistan, and STP.
UNEP	Kenya (Tana Delta) and Tanzania.

Accordingly, each national child project was implemented in accordance with the unique project management approaches of the respective IA. For instance, while FAO implemented the projects through its country offices, IUCN implemented through its country offices and in collaboration with implementing partners (e.g., in Cameroon), and UNEP collaborated with implementing partners from the government or development sectors.

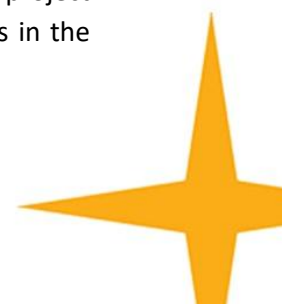
In summary, the IUCN effectively led and coordinated the Programme, ensuring coherence and strategic oversight across all child projects. The collaboration with FAO and UNEP was strong, leveraging existing partnerships and complementary expertise to enhance programme delivery. The governance and management structures, including the GCU and PAC, were well-aligned with the Programme's multi-country approach and facilitated effective coordination, communication, and adaptive management.

4.5.2. Adaptive Management

KEQ 11.3: Did the project management demonstrate flexibility and adaptability in response to unforeseen challenges or changes in the operating environment?

The Evaluation noted that the TRI Programme demonstrated notable efficiency in adaptive management throughout its implementation period. Essentially, the PSCs for the global and national-level child projects were instrumental in reviewing and approving these changes.

At the Programme level, the monitoring framework had to be adapted due to the changes in GEF monitoring and reporting requirements because of the transition from GEF 6 to GEF 7, as elaborated in the section on Monitoring and Evaluation. Furthermore, the design of each national child project was also tailored in consideration of the national priorities, diverse contexts, and capacities in the participating countries.



In addition to proactive risk mitigation, the national child projects also exhibited adaptability when faced with emerging socio-political challenges. For instance, in Cameroon, ongoing conflict in the southwest region led to the suspension of activities at one of the four project sites. This required the reallocation of resources to safer areas, which, although necessary, resulted in a reduced scope of planned activities. In Guinea-Bissau, two villages initially declined participation after a participatory diagnostic, citing unmet needs. Consequently, two northern villages were added to the project. However, in Myanmar, the national child project had to be altogether suspended due to the political crisis since 2021.

Similarly, challenges inherent to FLR in several local operating contexts also necessitated adapting project strategy. For instance, in STP, the Project had to navigate complex land tenure and resource use systems rooted in traditional practices. This included addressing customary land rights, which were not always formally recognized, and promoting alternatives to traditional slash-and-burn agriculture, a major driver of deforestation. Similarly, in Cameroon, balancing ecological suitability with economic and social priorities in tree species selection added layers of complexity; while in Pakistan, the national child project mostly worked in areas facing high security challenges. Additionally, some national child projects revisited their targets following the Mid-Term Review (MTR). For instance, in STP, the initial restoration target of 36,000 ha was found to be unrealistically high and was revised to 12,000 ha to align with the country's capacity and available resources.

A key adaptation was the Program's response to Coronavirus disease (COVID-19), which significantly disrupted project timelines and activities. The pandemic exacerbated existing challenges, particularly in 2020, when travel restrictions and lockdowns disrupted in-person activities. Similarly, in Cameroon, the pandemic disrupted training, increased costs due to smaller group sizes, and restricted activities to the capital city. The Program responded to these challenges by incorporating more online interactions. Similarly, some national child projects adopted online approaches to continue project implementation. For example, in Cameroon, the project utilized online platforms to conduct training sessions on nursery management and agroforestry techniques. Kenya also moved several capacity building activities online, including training on climate-smart agriculture and the use of digital tools for monitoring. In China, online platforms were used to facilitate stakeholder engagement and knowledge sharing, particularly in the development of the FLR plans and the development of an online training, the Mulan Forestry Course. This shift allowed for continued engagement and knowledge sharing despite travel restrictions and social distancing measures. However, the adoption of online approaches were often limited in most countries due to limited internet connectivity and online literacy among most stakeholders.

In conclusion, the Programme demonstrated significant adaptive capacity in addressing diverse scenarios, including design shortcomings, changes in GEF monitoring framework, and local implementation contexts. These efforts enabled the continued promotion of FLR practices across the Child projects.

4.6. Efficiency

4.6.1. Staffing

KEQ 11.2: Did the programmatic approach facilitate effective coordination and collaboration among child projects and stakeholders?



The TRI Programme's efficiency in staffing revealed both notable strengths and significant challenges. A recurring theme across the Programme was the difficulty of ensuring sufficient staffing capacity at both global and national levels, which was further compounded by staff turnover. Limited donor funding and budget constraints often required IAs to rely on existing staff and co-financing from other projects, but this proved insufficient to meet the Programme's high demands. For instance, while the GCP budget fully financed the Project Manager role, it only covered a fraction of policy, communications, and M&E staff time, expecting co-financing to fill the gap, an approach that was often impractical. FAO managed this challenge comparatively better due to its institutional structure, which embedded project implementation within its country offices operations and technical teams.

At the national child project level, some projects faced staffing issues. Specifically, staffing challenges were encountered in Guinea-Bissau, Kenya, and the DRC. In Guinea-Bissau, staff turnover at partner institutions like INEC and the National Institute for Fisheries and Aquaculture was particularly disruptive. The initial team trained for socio-economic studies departed, followed by changes in leadership. Similarly, in Kenya, frequent changes in county government officials hampered smooth project implementation. The Kenya ASAL project reported high turnover within partner institutions such as the Kenya Forest Service and the Kenya Forestry Research Institute. These disruptions, particularly in the project's early stages, hindered consistent progress and required efforts to rebuild relationships and institutional knowledge. Similarly, in the DRC, high turnover within provincial government institutions caused delays and reduced the quality of monitoring activities.

At the Project Management Unit levels, the national child project in CAR, managed by FAO, faced significant staff turnover, including changes in both international and national project coordinators as well as the departure of an M&E expert in 2024. Similarly, the China project, managed by IUCN, experienced staff turnover in its early stages, including changes in a PSC member in 2019 and a Communications and Constituency Assistant in 2018. In contrast, according to staffing data shared by the Programme, other FAO-managed projects reported no key staff turnover. The Evaluation was unable to assess staffing patterns for the other Programme countries as that data remains to be shared by the agencies.

Another challenge was ensuring that staff possessed the required expertise. In some cases, teams lacked skills in critical areas such as M&E, finance, or communication. For instance, the STP project struggled to find qualified M&E specialists with expertise in FLR, which limited the team's ability to implement certain activities. Similarly, in Guinea-Bissau, the absence of M&E staff due to limited available expertise in the country hampered progress tracking and result demonstration.

Despite these challenges, examples of effective staffing highlighted the importance of dedicated personnel for key functions. In Pakistan, having dedicated staff for each project component ensured sufficient attention and expertise for each area. However, the hiring of women staff in a highly volatile and conservative field location to access women proved to be challenging. In China, a dedicated knowledge management team facilitated the development and dissemination of numerous knowledge products.

In conclusion, while the dedication of staff across the three IAs facilitated coordination and collaboration, limitations in staffing capacity and expertise posed significant challenges at both global and national levels. Budget constraints and reliance on co-financing often misaligned with programme needs, thereby creating gaps in critical roles. High staff turnover further disrupted continuity and institutional memory, impacting implementation and progress across various projects.



4.6.2. Timeliness

KEQ 11.1: Were project resources (time, human resources, and financial) allocated and utilized in a way that maximized output and outcomes?

The TRI Programme encountered significant challenges with timeliness across its child projects, stemming from its intricate design and operational complexity. The GEF's multi-stage approval process, spanning concept development, project preparation, and Chief Executive Officer (CEO) endorsement, caused initial setbacks. Although the Programme was intended to run from 2015 to 2020, it was submitted in August 2015 with a planned duration of 60 months. However, lengthy approval processes at GEF and country-level postponed the start of most child projects until 2019 or later. Subsequently, the COVID-19 pandemic had a material and adverse impact on the Programme's implementation. Restrictions on travel, fieldwork, and in-person coordination significantly disrupted activities and further extended project timelines.

As mentioned earlier, the transition between the GEF-6 and GEF-7 operational frameworks further complicated implementation during the programme's early stages. This shift introduced new reporting requirements and indicators, necessitating a recalibration of the results framework and extensive training for project teams. Although ultimately beneficial, these adjustments prolonged project execution timelines. In particular, the GCP was extended to June 2024 and later to December 2024, and subsequently to March 2025 to allow the terminal evaluation to include as many country projects as possible, particularly those that had only reached halfway through their budgets or implementation periods. Meanwhile several national child projects, including Cameroon, China, Kenya ASAL, Pakistan, and STP, were granted no-cost extensions. Overall, the programme's timeline was extended to December 2026 to accommodate the closure of its last national project in Tanzania, with extensions granted to various child projects as outlined in Table 5.

Table 5: Extension Durations for GCP and National Child Projects

Country	Start Date	Planned End Date	Revised End Date	Extension Duration (months)
Cameroon	Jul-2019	Dec-2022	July 2024	18
CAR	Jan-2019	Dec-2022	December 2025	36
China	Dec-2018	Apr-2022	December 2023	19
DRC	Oct-2018	Oct-2023	August 2024	10
Global Child Project	May-2018	May-2023	March 2025	22
Guinea Bissau	Jul-2019	Aug-2024	June 2024	05
Kenya ASAL	Aug-2018	Jul-2024	April 2025	09
Kenya Tana Delta	Jun-2019	Apr-2024	June 2025	14
Pakistan	Sep-2018	Apr-2022	December 2024	29
STP	May-2018	Apr-2023	Dec 2025	25
Tanzania	Jul-2021	Dec-2026	NA	

A major drawback of the different start and end dates of various projects is the limited application of the intended programmatic approach of TRI. For instance, projects in the CAR (ending December 2025), Kenya Tana Delta (ending June 2025), STP (ending May 2025), and Tanzania (ending December



2026) will not benefit from the technical and strategic support previously available under the GCP or the potential collaboration with other national child projects, as the GCP concluded activities in December 2024 except for the terminal evaluation to be delivered by March 2025. Furthermore, the Programme's cumulative results will also not be available until the end of the final project (Tanzania) that ends in 2026. Similarly, having completed its duration earlier in 2023, the national child project in China was also unable to benefit from the Programme's support beyond 2023.

Timeliness was reported to be further affected by operational and procedural delays. In this regard, a key issue reported by multiple respondents was related to the FAO's complicated and time-consuming internal processes. In STP, protracted partner agreement signings and FAO's complex fund disbursement procedures caused significant delays in project implementation. Similar issues were observed in Pakistan, where delays in fund disbursement and agreement signing led to frustration among stakeholders. And in DRC, signing Letters of Agreement (LOA) with stakeholders took extensive time, hindering timely starts.

At the national level, political and socioeconomic challenges significantly affected timeliness. In Guinea-Bissau, community engagement hurdles prompted revisions to plans and timelines, while political turbulence, including the dissolution of the national assembly, delayed the finalization and enactment of the mangrove law.

In Cameroon, socio-political instability and logistical constraints led to delays, including a four-month postponement of activities after relocating operations from four landscapes to three. Water scarcity, an overlooked issue during initial design, introduced further delays and additional costs for establishing and maintaining nurseries. Similarly, in the DRC, governance challenges and extended consultations to draft a provincial FLR strategy delayed the identification of priority interventions.

In Kenya, implementation experienced a mixed trajectory. While the Tana Delta project achieved conservation progress, delays occurred in policy finalization and stakeholder engagement. The ASAL project, meanwhile, faced delays in completing ROAM assessments and FLR strategy development. Furthermore, representatives from the Kenya (ASAL) national child project reported that they had to independently devise sustainable finance strategies due to the delay in training from UNEP, highlighting the operational challenges posed by delayed capacity-building efforts. In Tanzania, lengthy negotiations between the government, UNEP, and CIFOR (Center for International Forestry Research and World Agroforestry) on fund management caused a three-year delay, with full operations commencing only in 2022 after the inception workshop in late 2021. Whereas, in Pakistan, support to pine nut producer groups included the procurement of specialized machinery, which took longer than initially anticipated.

In conclusion, the TRI Programme faced delays arising from design complexity, approval processes, operational transitions, and external challenges. National-level political instability, logistical constraints, and the pandemic further hindered timely implementation. Consequently, several child projects have received no-cost extension to complete planned activities.

4.6.3. Finance

KEQ 12.1: Did the programmatic approach lead to cost savings or efficiencies compared to a project-by-project approach?



The programmatic approach adopted by the Programme demonstrated notable financial efficiencies compared to a fragmented, project-by-project approach. One of the distinct advantages of TRI was the coordinated expertise offered through the unified framework, provided collectively by the three IAs. By centralizing capacity-building events such as the global workshops held in Kenya in 2019, Rome in October 2019, and Nairobi in November 2022, as well as online webinars focusing on financing mechanisms and restoration best practices, the Programme achieved substantial cost savings. These programmatic events allowed multiple national child projects to benefit from shared resources, thereby reducing individual expenditures compared to what would have been required if each project independently organized such trainings and workshops.

The implementation of the Restoration Factory initiative further exemplified efficiency by providing a centralized platform for restoration entrepreneurs across multiple TRI countries. This offered mentoring, capacity building, and assistance in developing viable business models, thereby leveraging collective resources for greater financial efficiency.

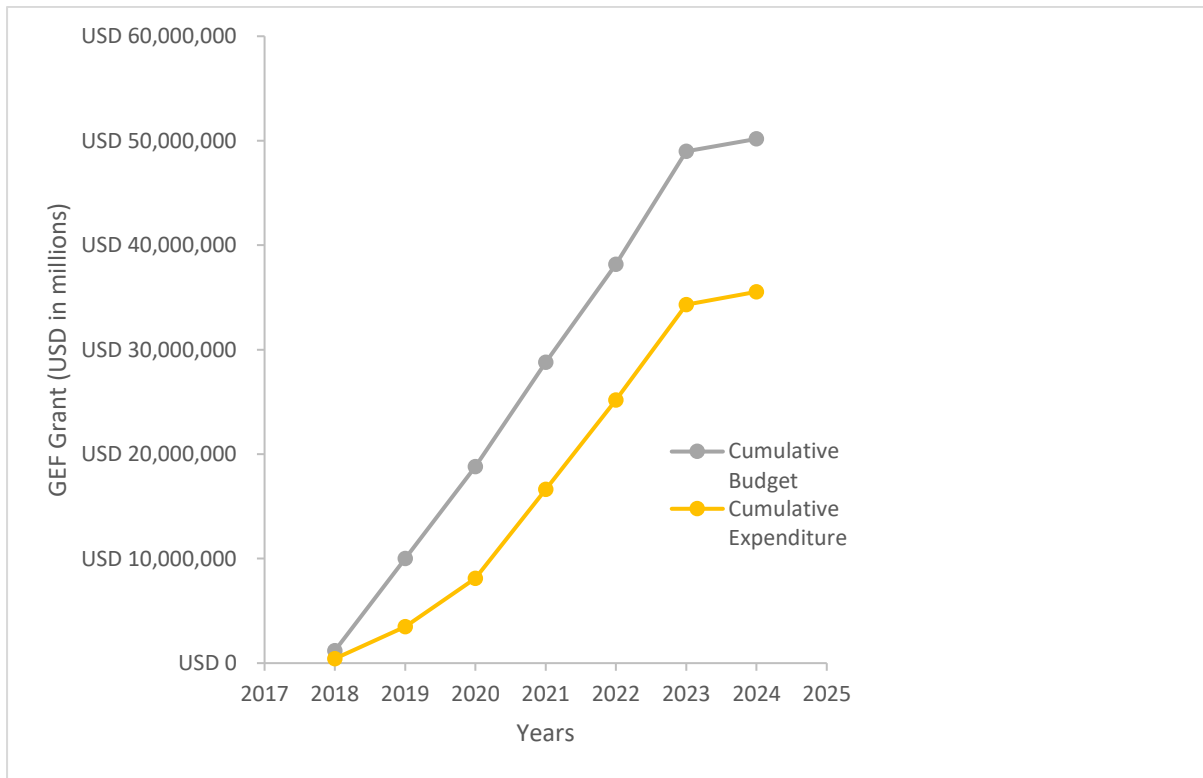
KEQ 12.2: Were there any changes to resource allocations as a result of budget revision? Determine if these changes were appropriate.

Budget reallocations were observed during the implementation of the Programme, largely driven by the disruptions and delays induced by the COVID-19 pandemic. Several countries, including Cameroon, Kenya (ASAL), Pakistan, China, and STP, sought and obtained no-cost extensions following slowdowns in project implementation during 2020 and 2021 due to pandemic-related restrictions. These extensions allowed project teams to manage funds efficiently and achieve intended project outcomes despite unforeseen operational delays. Notably, the monitoring of project expenditure rates was proactive, ensuring financial discipline and the timely identification and addressing of low expenditure rates in various country projects, such as Cameroon and China, which were significantly below the planned budgeted amounts by mid-term implementation periods. Project teams took corrective actions to increase utilization rates, demonstrating responsiveness to internal financial monitoring signals.

However, some challenges were also evident. By June 2024, cumulative actual expenditures of GEF funds across national child projects (excluding Myanmar) amounted to approximately 70% of budgeted expenditures. This figure increases slightly to 71% when the Global Child Project is included. The CAR project, for example, had only utilized 47% of its planned expenditure. Annual financial data indicated considerable gaps between planned budgets and actual expenditures, especially in the early years of implementation (2018–2020). For instance, actual expenditures in 2018 were only 36% of the planned budget, reflecting initial delays. However, improvements were visible from 2021 onward, with expenditure rates closely aligned with planned budgets, indicating enhanced financial management and more effective use of resources in later stages. Figure 17 below illustrates cumulative planned budgets against cumulative actual expenditures over the Programme duration (2018–June 2024), highlighting the narrowing gap between planned and actual spending over time.



Figure 17: Cumulative Budget vs. Actual Expenditure (2018–2024)



KEQ 12.3: How effective is the Project financial reporting and planning in terms of making informed decisions regarding the resources?

The financial reporting and planning processes within the Programme exhibited both strengths and areas requiring improvement. On one hand, financial data was consistently reported and closely monitored through the structured progress reports, allowing IAs and donors to gain clear insights into financial utilization across projects. The detailed tracking of budgeted versus actual expenditures per child project, clearly documented in annual reports, facilitated transparency and timely identification of low expenditure rates. Such detailed financial tracking was crucial in triggering appropriate management responses, including project extensions, resource reallocations, and intensified monitoring efforts by the IAs.

The overall financial reporting demonstrated sufficient transparency to allow project management teams to identify issues promptly and respond accordingly. This facilitated informed decision-making about future resource mobilization, investments, and sustainability planning. Despite earlier reporting gaps, these measures improved the overall effectiveness of TRI's financial planning and management over time.

In conclusion, the programmatic approach of the Programme resulted in notable financial efficiencies through centralized planning, shared resources, and coordinated capacity-building efforts. Budget reallocations in response to COVID-19 disruptions were managed effectively, with improved expenditure alignment observed in later stages of implementation. Financial reporting processes enabled timely identification of issues and supported responsive decision-making. Overall, the Programme demonstrated enhanced financial discipline and more effective resource utilization over time.



4.7. Impact

KEQ 13: To what extent TRI programme was able to make a significant global contribution to restoring ecosystem functioning and improving livelihoods?

KEQ 14: Is there any evidence that shows that the TRI Programme had impacts beyond its direct zone of intervention? If so, what are the specific elements of the Programme that are being adopted?

KEQ 15: Were there any unintended consequences, both positive and negative, of the Programme?

The **TRI Programme** has made significant contributions to **FLR, policy development, institutional strengthening, and financial mobilization** across multiple countries. However, its impact varies across different national child projects, with certain achievements clearly measurable and others remaining to show impact due to limited data or the early stage of implementation.

The TRI Programme played a crucial role in strengthening **FLR policies, strategies, and legal frameworks** at the national and sub-national levels. Several countries successfully developed FLR policies that have been adopted, such as Kenya's Climate Change Act and Cameroon's FLR Action Plan. Institutional structures, such as multi-stakeholder platforms and technical working groups, were also established and have led to cross-sectoral collaboration. However, in countries with political instability or slow bureaucratic processes (e.g., Cameroon, CAR, Guinea-Bissau), some policies are still awaiting approval, limiting immediate policy impact.

The Programme exceeded its restoration target, achieving 107% of planned **restoration** goals, with notable success in Tanzania (191%), Pakistan (120%), and China (110%). Adoption of SLM practices was also successful, exceeding 110% of planned targets in multiple countries. The TRI Programme linked restoration activities with community-driven initiatives, ensuring that FLR outcomes contribute to livelihood improvement. However, external factors such as climate change, land tenure issues, and security risks in some countries have affected the sustainability of restored areas.

The Programme also mobilized 205% of its targeted **financial resources**, with substantial public and development partner funding flowing into FLR initiatives. Countries such as China, DRC, and Pakistan successfully mobilized financing for restoration. However, private-sector engagement in financing FLR remains minimal, and there is limited adoption of PES and carbon financing mechanisms beyond pilot initiatives in Kenya and STP.

Furthermore, the TRI Programme exceeded its target for publishing **knowledge** and best practices (206%), reflecting strong knowledge-sharing efforts. Countries effectively used printed materials, digital platforms, and audiovisual content to disseminate FLR knowledge. Similarly, the TRI Programme contributed to capacity building through training, peer learning, and South-South exchanges, helping to strengthen national FLR expertise.

The Programme also facilitated strong multi-**stakeholder collaboration**, engaging governments, civil society, and local communities in FLR initiatives. Countries like Kenya, STP, and Guinea-Bissau established multi-stakeholder platforms for FLR coordination, which has led to policy influence and improved governance. However, private-sector engagement remained weak, especially with large corporations whose participation is critical for improving FLR and upscaling related investments.

Several TRI projects successfully empowered **women** through FLR-linked livelihood activities, such as Neem oil production (Cameroon), Market gardening and oyster farming (Guinea-Bissau), and Poultry



farming and beekeeping (Kenya Tana Delta). However, systematic gender integration was inconsistent across national child projects, with gaps in tracking gender-disaggregated data and limited focus on land and resource access for women.

However, while FLR activities have been implemented successfully, **long-term environmental impacts**, such as biodiversity recovery, soil restoration, and water regulation, will require years of continued monitoring. Similarly, the **GHG mitigation** impact of TRI is still unclear, with only 16% of direct GHG reduction targets reported to be met, primarily because GHG estimates are intended to be calculated using the Ex-Ante Carbon-balance Tool (Ex-ACT) at the end of each national child project. As many projects received extensions and are still ongoing or have only recently concluded, final emissions data has not yet been reported.

Similarly, while **policy** development has been strong, the actual implementation and enforcement of these policies remain uncertain, particularly in countries where financial and technical resources are lacking or there are concerns of political instability (e.g., **Guinea-Bissau, CAR**).

In the area of restoration **finance**, the effectiveness of carbon finance and PES models introduced under TRI is still evolving, as these mechanisms require further scaling and market integration. Also, while the Programme collected some gender-disaggregated data, it had no structured framework for tracking its impact on **gender equality or socioeconomic** well-being. This limitation stemmed from the Programme design, which did not include such impact tracking as a core element. Nevertheless, the Evaluation identified this as an area where greater attention would have strengthened understanding of TRI's effects on communities. In addition, many **livelihood**-linked FLR interventions were implemented successfully, but long-term income stability and resilience for communities engaged in FLR businesses cannot yet be assessed.

Furthermore, while knowledge-sharing efforts were extensive, there was no standardized framework to track the reach, usability, and influence of **knowledge** products in shaping policy or practice, as these aspects were not part of the GEF approved CI system.

Overall, the TRI Programme has had a significant impact in advancing policy development, restoration outcomes, financial mobilization, knowledge sharing, and stakeholder engagement. It has successfully positioned FLR within national strategies and enabled countries to scale their commitments under the Bonn Challenge. However, certain impacts, particularly long-term ecological, financial, and socio-economic benefits, remain difficult to assess due to: i) the early stage of FLR activities, which require long-term monitoring to measure sustainability; ii) political and financial constraints that may hinder the enforcement of FLR policies post-project; and iii) data limitations in key areas such as gender, livelihoods, and financial sustainability of restoration businesses, and knowledge dissemination.

4.8. Sustainability

KEQ 16: What is the likelihood that results will be useful or persist after the end of the TRI Programme?

KEQ 17: What are the chances to see initiatives developed under the TRI programme replicated elsewhere or scaled up?

The sustainability of the TRI Programme's support to FLR policy, restoration efforts, finance, and knowledge management varies across different components.



Support to **policy**, such as the development of national action plans and legal frameworks, such as Cameroon's 10-year FLR strategy and Kenya's Climate Change Act, will ensure institutional support for long-term restoration. Additionally, tangible policy adoptions, such as China's FLR guidelines for state-owned forests and Kenya's Climate Change Act, have provided legal backing for restoration efforts, ensuring their continuity beyond the project's duration. The programme has also contributed to institutionalizing cross-sectoral planning mechanisms to integrate restoration into national and sub-national governance structures. Furthermore, the adoption of standardized monitoring tools, such as ROAM assessments, STAR metric evaluations, and CO₂ estimation tools, has provided a robust foundation for data-driven decision-making in **FLR planning and monitoring**.

Successful **livelihood-based conservation models**, such as value chain development for non-timber forest products in countries such as STP, Pakistan, and Kenya, also helped integrate restoration efforts into local economies, improving long-term viability. The focus on community engagement and participatory approaches observed in several child projects will also ensure sustainability. For instance, in Guinea-Bissau, linking mangrove restoration with improved rice farming techniques has provided sustainable economic alternatives that encourage conservation. While in Pakistan, local communities have been trained and equipped for sustainable harvesting of pine nuts, a high value NTFP.

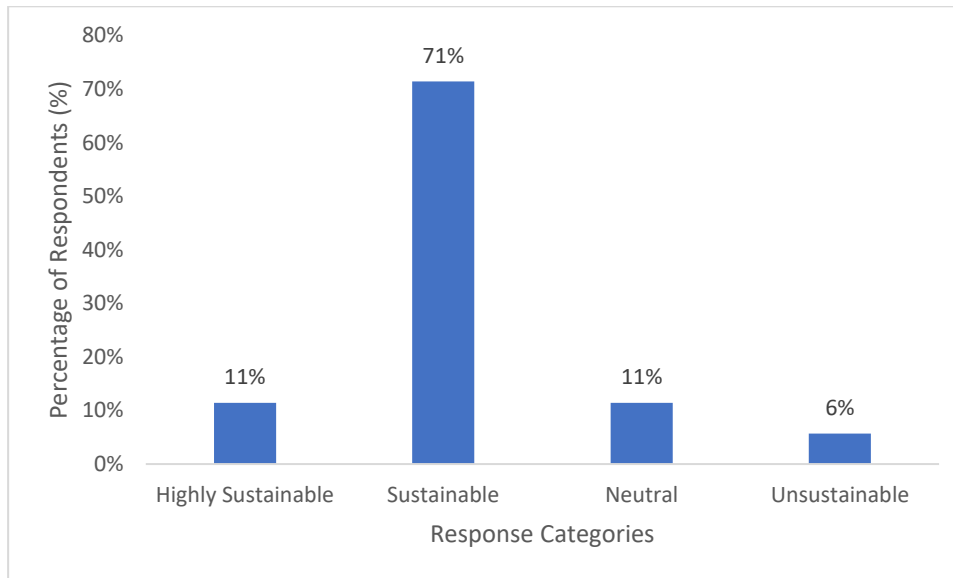
Financially, the Programme successfully mobilized public and development partner **financing**, improving chances of sustainability. For instance, Cameroon and CAR obtained financial support from IUCN, LDCF, and the World Bank's Natural Resources Governance Project (PGRN) project; Guinea-Bissau secured diverse funding from Wetlands International Africa, GRDR, Palmerinha, Bosque y Comunidad, WACA project, and the Sustainable Development of Mangrove Agriculture (DEDURAM) project; and Kenya ASAL accessed funds from green bonds and the GCF. Furthermore, the establishment of climate funds, such as Kenya's Tana River County Climate Change Fund, has the potential for sustained funding beyond donor contributions.

There has also been a strong emphasis on **Knowledge management** and dissemination under the TRI Programme, with a significant number of best practices and lessons learned disseminated through reports, webinars, and international platforms. These multi-platform approaches enhance knowledge retention and accessibility, increasing the likelihood of long-term sustainability. The Programme also successfully positioned its projects on global platforms, strengthening international recognition and collaboration. By engaging in international events and digital platforms, the Programme has increased visibility, ensuring that FLR knowledge remains accessible and influential beyond the TRI cycle. Through its capacity building interventions, the Programme has enhanced capacities in FLR. Beyond trainings and knowledge dissemination, this included the engagement of local stakeholders in national child project implementation. For instance, in Kenya Tana Delta, the project is now fully managed by Nature Kenya, while in Tanzania, the Vice President's Office (VPO), supported by IUCN, has assumed responsibility for project activities. While in Pakistan, the project was implemented by provincial forestry departments. Responding to the Evaluation survey, 71% of respondents rated the TRI Programme as "Sustainable" and an additional 11% considering it "Highly sustainable" as presented in figure 18. This suggests strong confidence in the Programme's ability to continue delivering benefits beyond its completion. However, 11% of respondents remained "Neutral," indicating some



uncertainty about its long-term impact, while 6% rated it as "Unsustainable", as illustrated in figure 18²⁷

Figure 18: Evaluation Survey Findings on TRI Programme's Overall Sustainability (n=35)



However, several challenges threaten the sustainability of the Programme's outcomes. While many FLR policies have been developed, slow approval processes, weak enforcement mechanisms, and political instability in countries like Guinea-Bissau and Cameroon can undermine their long-term impact. For instance, Cameroon's FLR PIP is still awaiting endorsement by MINEPDED, and Guinea-Bissau's National Mangrove Law, though validated, has not been officially promulgated due to the dissolution of the national assembly. Similarly, Kenya Tana Delta's County Forest Bill (2024) is still under review.

Another challenge to sustainability is the financial burden of policy engagement and implementation. One of the least sustainable elements is the lack of private sector engagement in FLR financing and restoration initiatives. Given the role of private sector actors in land use and resource management, their limited participation presents a significant gap in sustaining restoration initiatives on a scale.

Furthermore, carbon finance mechanisms were not part of the original Programme scope and therefore their integration into national restoration programs was not pursued systematically across the national child projects. While the TRI Programme facilitated the introduction of PES schemes in STP, Kenya, and Tanzania, the scale of carbon trading remains relatively small. Also, while some projects have successfully linked restoration to economic incentives (e.g., honey and ground snail value chains in STP, pine nuts in Pakistan), these initiatives remain at earlier stage of development.

Finally, accessibility challenges, particularly in countries with limited connectivity levels, low internet literacy, and language barriers, will limit the reach and impact of the knowledge resources developed and shared under the TRI Programme. In addition, sustainability risks remain due to climate change and low capacities.

KEQ 18: Are there any financial, institutional, environmental, social, or political risks that could jeopardize the permanence of the programme results?

²⁷ Based on a survey of n = 35 respondents.



The following paras provide an assessment of the likelihood of sustainability of TRI programme outcomes, based on financial, socio-political, institutional framework and governance, and environmental risks.

4.8.1. Financial Risks

While the Programme has developed various financial linkages, considering the scope of the FLR challenge, financial sustainability of the Programme is likely to be at high risk due to the following factors:

- **Dependence on Donor Funding:** Many TRI-supported initiatives remain heavily reliant on donor and public funding, with limited long-term financial mechanisms in place for sustainability. While the Programme mobilized 205% of its targeted financial resources, most funds came from governments and development partners, with minimal private sector engagement. A minor exception was in Kenya ASAL, where some local enterprises successfully accessed private funding, indicating the presence of emerging opportunities for private sector collaboration at the community level.
- **Limited Private Sector Involvement:** The Programme had a strong focus on micro and small enterprises, with inherently limited resources. The engagement of large-scale corporate actors and structured private sector participation mechanisms, such as carbon markets, PES, or green investment instruments could have potentially assured greater financial sustainability.
- **Challenges in Bankable Project Development:** Some national child projects successfully developed bankable restoration projects (e.g., STP, Kenya ASAL). In other cases, while bankable solutions were not fully realized within the project's timeframe, foundational work such as enabling policy development, piloting business models, and documenting best practices was undertaken. Constraints included limited technical expertise, high-risk perception, and inadequate business models. Given the complexity and nascent state of FLR-related markets in several contexts, developing bankable solutions will likely require longer-term engagement beyond the current project cycle.
- **High Initial Costs of Restoration:** FLR projects require long-term investment, but some restoration models (e.g., bamboo production, mangrove rehabilitation) have slow financial returns, potentially making it difficult for governments and local businesses to sustain initiatives post-TRI funding.

4.8.2. Socio-Political Risks

The sustainability of the programme outcomes due to socio-political risks is moderately likely.

- **Government Commitment and Policy Implementation Challenges:** While the Programme contributed to policy development and legal frameworks, the sustainability of these policies depends on government capacity, political will, and enforcement mechanisms. Several key policies (e.g., Cameroon's FLR Action Plan, Guinea-Bissau's National Mangrove Law) face delays in adoption due to bureaucratic processes and shifting political priorities.
- **Political Instability and Security Risks:** Countries such as Cameroon, Central African Republic, and Democratic Republic of Congo have faced political unrest and security challenges, leading to disruptions in project implementation and stakeholder engagement, while most project



sites in Pakistan are located in high-risk areas. Instability could limit government attention on FLR, redirect funding to urgent governance needs, and limit economic activity linked to restoration.

- **Community Buy-In and Socioeconomic Trade-Offs:** The Programme successfully linked restoration with livelihoods (e.g., mangrove-rice farming, vegetable gardening, oyster production in Guinea-Bissau, neem oil production in Cameroon), improving local buy-in. However, land tenure conflicts, competing land uses, and lack of incentives for long-term community engagement pose risks to sustained participation.

4.8.3. Institutional Framework and Governance Risks

The sustainability of the programme outcomes due to institutional framework and governance risks is moderately likely.

- **Limited Government Capacity for FLR Implementation:** Many governments lack technical expertise, staffing, and financial resources to implement FLR policies beyond TRI's support. While some countries institutionalized FLR strategies (e.g., Kenya ASAL, China), However some countries continued to face challenges related to enforcement and sustaining cross-sectoral collaboration beyond the project.
- **Weak Monitoring and Data Systems:** The Programme introduced tools such as ROAM and STAR for data-driven FLR planning and monitoring. But limited capacities in countries may hinder their application in the long-term.

4.8.4. Environmental Risks

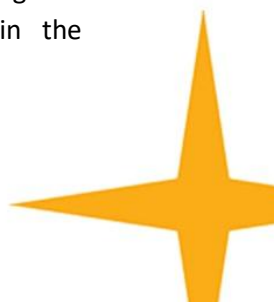
The sustainability of the programme outcomes due to environmental risks is moderately likely.

- **Climate Change Threats:** The long-term impact of FLR initiatives depends on their resilience to climate change. Extreme weather events—such as droughts in Kenya ASAL, Guinea-Bissau, and Cameroon—already hindered restoration efforts. Climate variability may reduce FLR success rates and discourage community participation.
- **Land Use Pressure and Encroachment Risks:** Competing land use (e.g., agriculture, urban expansion, illegal logging) threaten restored landscapes. Without clear land-use policies and enforcement, FLR areas may face degradation post-programme.
- **Biodiversity and Ecosystem Health Considerations:** Some restoration projects may require longer ecological recovery periods before benefits are realized. In countries where sustainable management plans are weak, there is a risk of reverting to unsustainable practices.

Overall, the potential long-term sustainability of the TRI Programme's outcomes is **moderately likely**, with strong policy foundations, institutional mechanisms, and knowledge platforms established. However, financial, governance, and environmental risks remain significant.

4.9. Knowledge Management

Knowledge management was an integral part of the project design, embedded within Component 4: "Knowledge, Partnerships, Monitoring, and Assessment." As detailed [above](#), the project strategy intentionally integrated knowledge generation and sharing with broader efforts in monitoring and partnerships. Therefore, knowledge management activities have been assessed within the Effectiveness section in alignment with the programme structure.



4.10. Cross Cutting Themes and Alignment with GEF Policies

4.10.1. M&E

KEQ 19: To what extent were the MEL framework, guidance, and related tools adequate and effective? How effectively has the GCP supported national projects to report against the nine CIs identified for TRI?

The TRI Programme’s MEL framework was strategically developed to align with the Programme’s objectives and outcomes, underpinned by nine CIs, which were selected by partners for their ability to provide a concise overview of the progress of the Programme and its constituent child projects in achieving key targets and outcomes. These indicators were derived from the TRI Programme Framework Document and GEF metrics, facilitating a standardized system for tracking progress across national child projects. The approach has been recognized by the GEF as a valuable model for monitoring restoration programmes and has been further adopted in the design of MEL frameworks under GEF-7 and GEF-8. Mechanisms such as annual Project Implementation Reports (PIRs) facilitated progress tracking, while regular Steering Committee and PAC meetings also promoted collaboration, experience-sharing, and data validation.

Additionally, the TRI Programme benefited from regular supervision missions at the country level conducted by the three IAs, as part of their oversight responsibilities. These missions provided critical opportunities for direct engagement with national project teams, enabling more precise guidance, monitoring progress, and addressing implementation challenges promptly, thereby enhancing overall MEL effectiveness across child projects.

Furthermore, the M&E framework was underpinned by a comprehensive suite of guidance documents, templates, and tools tailored for data collection and reporting. These resources were instrumental in enabling national projects to seamlessly integrate monitoring efforts with Programme goals. For example, in Kenya (ASAL), the MEL framework effectively supported the monitoring of restoration progress in the Mukogodo and Mount Kulal forests, contributing to the management of over 193,000 hectares of land and 24,000 hectares of direct restoration efforts.

In addition, capacity-building initiatives targeted at M&E were a key feature of Programme management. At the start, a workshop in Rome was conducted in FAO in 2019. However, the initial Program progress reported that several national child projects required clearer guidance to distinguish between certain CIs, particularly CI 2 “Area under restoration” and CI 3 “Increased area under improved practices”.

In response, the GCP led a process to revise and improve the MEL framework, including updated definitions and explanatory materials. Following these revisions, the framework was reintroduced to child projects via a series of webinars, accompanied by a Frequently Asked Questions document addressing recurring questions. These updates supported user-friendliness and clarity, ultimately strengthening the alignment between the MEL framework and TRI objectives. In addition, an e-learning course on FLR monitoring was introduced. Furthermore, inter-agency collaboration, particularly between FAO and IUCN, proved valuable in bridging gaps in MEL capacity and resources, especially in supporting countries with reporting.

The GCP was also instrumental in providing technical assistance and platforms for M&E, such as the “Planta” system in Guinea-Bissau, which facilitated collaboration and the sharing of experiences



among stakeholders. In STP, clear guidelines and well-defined indicators provided by FAO facilitated straightforward and effective monitoring. The development of tools like the Restoration Barometer, and various e-learning courses also contributed positively to MEL efforts across projects. Collectively, these efforts not only enhanced data consistency but also fostered collaboration among TRI partners through cross-learning meetings and annual review workshops that promoted the sharing of best practices.

Nevertheless, challenges persisted in interpreting and applying these indicators consistently. For instance, the distinction between CI 2 “area of land under restoration” and CI 3 “area of land under improved practices” was unclear in some cases, leading to misclassifications in Pakistan’s agroforestry hectares. In addition, inconsistent reporting templates between FAO and IUCN caused difficulties, and bankable project reporting was affected by terminology inconsistencies. Reporting related to CI 7 “Value of funding flowing into FLR” was problematic in countries such as Guinea-Bissau, where allocated TRI budgets were erroneously included in calculations. Feedback from various sources indicated that some national reports continued to include the allocated TRI budget when calculating funding flows, reflecting ongoing misunderstandings about reporting criteria. Similarly, later progress reports pointed to a continued need to strengthen understanding and reporting for CI 5 “Number of direct beneficiaries”, with certain projects (e.g., Tanzania and Pakistan) relying on household estimates (one household equaling four members) and other countries (CAR and Pakistan) not submitting gender-disaggregated data. Some countries also reported challenges with tracking GHG emissions mitigation (CI 4), and after trainings by FAO it has now been decided for the projects to report against this indicator at the end of each project as opposed to the earlier planned reporting at both MTR and end term.

Language barriers and varying levels of training also contributed to reporting discrepancies, especially in Lusophone countries such as STP and Guinea-Bissau. Some projects, including those in Guinea-Bissau, faced challenges related to data collection, database management, and internet connectivity, further complicating efforts to report accurately. The COVID-19 pandemic exacerbated these issues by limiting in-person monitoring and training activities. Although innovative solutions like Kobo Toolbox were tested in Guinea-Bissau to manage data during the pandemic, these efforts were constrained by limited training and technological capacity.

Additionally, some countries experienced staff turnover that posed a risk to maintaining consistent MEL implementation. In Guinea-Bissau, for instance, the absence of full-time M&E staff delayed the establishment of data collection systems. External consultants were eventually hired, but their short-term contributions did not ensure sustained oversight of MEL systems.

Despite these obstacles, evaluation interviews revealed that the capacity-building efforts spearheaded by the GCP, particularly by FAO, were valuable and led to improvements in reporting in countries like Cameroon (CO₂-equivalent estimations).

KEQ 20: To what extent were the resources allocated for M&E sufficient and used adequately?

Implementation of the MEL framework also faced significant hurdles due to insufficient resource allocation. At the national level, MEL activities in many countries (e.g., Kenya and Pakistan) often relied on repurposing funds from other project activities or national budgets. In Kenya, partnerships and volunteer efforts partially mitigated monitoring needs; however, the absence of dedicated MEL funding curtailed systematic tracking and documentation.



Furthermore, budgetary constraints impeded systematic and consistent monitoring efforts across projects, adversely affecting data quality and reliability. Even where some MEL resources were available, their effective use was often constrained. In the DRC and STP, FAO's lengthy procurement and administrative processes caused delays in onboarding partners and implementing MEL activities.

In some countries, high staff turnover within partner institutions and IAs resulted in a loss of expertise and inconsistent MEL efforts. The lack of dedicated MEL specialists in Guinea-Bissau created difficulties in establishing and maintaining effective monitoring systems, sometimes leading to delayed database development and reliance on external consultants, which further strained limited resources. In Cameroon, an overemphasis on the ROAM assessment, a primarily desktop-based activity, consumed a disproportionate share of the MEL budget, diverting funds from crucial on-the-ground monitoring.

In conclusion, the Programme's MEL framework was effectively aligned with its objectives, utilizing nine CIs to standardize progress tracking and reporting across national child projects. Notably, the MEL framework has been recognized by the GEF as a strong model for restoration monitoring and has been adopted in the design of MEL approaches for subsequent GEF-7 and GEF-8 programming. Comprehensive guidance and capacity-building initiatives enhanced M&E capacities and fostered collaboration. While the GCP provided crucial technical support, continued inconsistencies in indicator application and resource limitations have hindered optimal reporting and data quality.

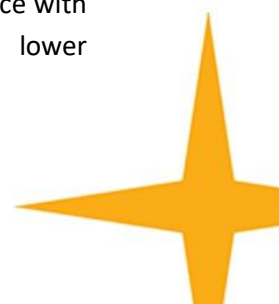
4.10.2. Programme Co-Financing

KEQ 21: What type of co-financing was mobilized by the TRI Programme?

The TRI Programme mobilized co-financing from a diverse range of sources, including national and local governments (both cash and in-kind), bilateral and multilateral development partners, NGOs, the private sector, and beneficiary communities. The nature and composition of co-financing varied across the national child projects, reflecting each country's specific institutional arrangements, resource availability, and strategic priorities. For instance, in Cameroon, co-financing was provided by the government, along with in-kind contributions from local communities, such as labor and land use. The Kenya ASAL project leveraged carbon credit revenues through its partnership with the Northern Rangelands Trust, enabling community-level benefits through payments for ecosystem services. In Pakistan, the government contributed co-financing in support of forest protection and community engagement activities. The STP project mobilized co-financing from a mix of government entities, NGOs, and private sector actors to support interventions in sustainable agriculture and ecotourism. In the CAR, co-financing was secured from the national government and international organizations to strengthen capacity building efforts and support agroforestry initiatives.

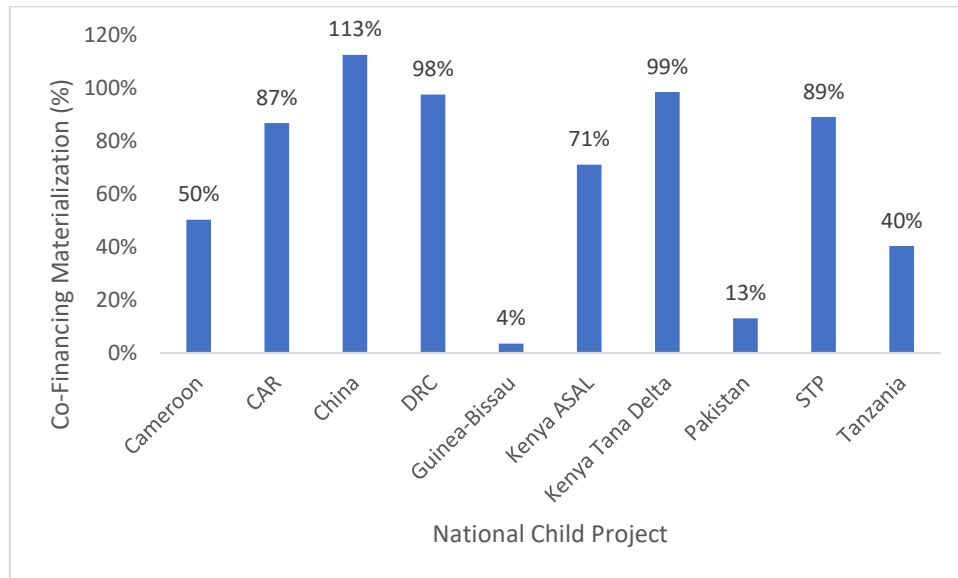
KEQ 22: To what extent did the expected co-financing materialize and how timely was it delivered?

As of December 2024, the Programme materialized USD 180,889,866 in co-financing, representing 61% of the total pledged amount. The degree of materialization varied widely across national child projects as indicated in figure 19. China exceeded its pledged co-financing, achieving 113% materialization, followed closely by DRC, which reached 98%. The Kenya Tana Delta project also performed strongly, materializing 99% of its pledged co-financing, while STP achieved 89%. CAR followed with 87% materialization. Kenya's ASAL project demonstrated moderate performance with 71% of its co-financing realized, while Cameroon reached 50%. Tanzania recorded a lower



materialization level at 40%, and Pakistan significantly underperformed with only 13%. Guinea-Bissau reported the lowest co-financing materialization, at just 4%.

Figure 19: Co-Financing Materialization by Country



The timeliness of co-financing delivery varied notably across countries, influencing implementation progress in different ways. While some projects received their co-financing as planned, others encountered substantial delays due to a range of contextual and institutional challenges. For example, the Kenya ASAL project reported timely receipt of carbon credit payments, which supported community-based activities through payments for ecosystem services. In contrast, the Cameroon project experienced delays in government disbursements. Similarly, in STP, co-financing was delayed due to challenges in finalizing agreements with key partners. In CAR, delays were driven by the ongoing socio-political crisis and fuel shortages. Guinea-Bissau encountered difficulties in accessing already-allocated funds, further hampering progress. Meanwhile, in DRC, unresolved land ownership issues and institutional coordination challenges led to setbacks in co-financing delivery.

In conclusion, the TRI Programme successfully mobilized co-financing from a broad spectrum of sources, tailored to each country's context and priorities. As of December 2024, 61% of the total pledged co-financing materialized, with significant variation across countries. While some national projects exceeded or closely met their targets, others faced challenges that affected both the amount and timeliness of co-financing delivery. These differences influenced implementation progress and highlighted the diverse operational environments within the Programme.

4.10.3. Environmental and Social Safeguards

KEQ 23: To what extent were the applied environmental and social safeguards appropriate, especially in the design and implementation of Child Projects?

The Evaluation of the TRI Programme's Environmental and Social Safeguards (ESS) revealed a systematic and integrated approach to addressing environmental and social risks within FLR initiatives. The ESS framework was embedded throughout the design and implementation of the Programme, with tailored safeguards to mitigate potential risks.



Across all national child projects, tools such as stakeholder consultations, risk assessments, and management plans were employed to address potential risks. For instance, the national child projects in Cameroon, CAR, DRC, and Guinea-Bissau adopted the IUCN Environmental and Social Management System (ESMS) to manage risks effectively. These projects emphasized stakeholder engagement, particularly with local communities, women, and indigenous peoples, and also integrated ESMS principles into the ROAM to ensure addressing environmental and social considerations from the outset.

Some participating countries also utilized alternative frameworks tailored to their contexts. For example, in China, the Programme employed an Environmental and Social Management Framework (ESMF), prioritizing stakeholder engagement and capacity building. Kenya also adopted an ESMF, focusing on stakeholder engagement, capacity building, and monitoring environmental and social impacts while respecting customary land rights of indigenous communities. In Pakistan, an Environmental and Social Screening checklist and risk log were used to identify and manage risks, and prioritized community consultation, gender mainstreaming, and sustainable livelihoods, particularly for the Chilgoza forest owners and managers.

The Evaluation noted evidence of strong community engagement across participating countries. For instance, in Pakistan, the project trained local communities in pine nut value chain improvement and appointed community members as watchmen (nigahbaan) to foster ownership of forest conservation. Kenya's Tana Delta project achieved the establishment of a 116,867-hectare ICCA through participatory governance structures, such as Village Natural Resource Committees. Similarly, in Guinea-Bissau, participatory diagnostics with over 950 stakeholders incorporated traditional knowledge into mangrove rice field rehabilitation plans. While the STP project worked with local communities to develop sustainable livelihoods and improve natural resource management. Similarly, local communities actively participated in and benefitted from direct support from national child projects in Cameroon and DRC. However, in China, community engagement was limited due to the national child projects exclusively focus on state forests.

Despite the significant emphasis on inclusivity, none of the national child projects developed a separate Indigenous Peoples Plan, however, safeguards and engagement measures concerning indigenous peoples and local communities were integrated within broader ESMS processes and annual reporting. Nevertheless, indigenous peoples, women, and local communities played a central role in several TRI countries, with targeted measures to ensure their inclusion and address their specific needs. In Cameroon, the project empowered women and indigenous groups to actively participate, addressing barriers to engagement. In the CAR, traditional knowledge was incorporated through collaboration with local communities. The DRC project worked closely with indigenous communities, particularly the Pygmies/BayAka, securing their Free, Prior and Informed Consent (FPIC) and addressing needs such as land tenure security and resource access. In Guinea-Bissau, although no specific indigenous groups were identified, the project emphasized inclusivity by engaging population segments with traditional knowledge in mangrove and rice field management. Similarly, Kenya's Tana Delta national child project engaged with indigenous communities, including the Pokomo, Orma, Wardei, and Sanye, respecting customary land rights and obtaining FPIC. In Pakistan and Guinea-Bissau, where national legal definitions did not officially recognize certain groups as indigenous, the projects referred to these populations as local communities but ensured their engagement and recognition of traditional knowledge.



The Kenya ASAL project demonstrated a comprehensive approach to biodiversity conservation by applying IUCN's STAR methodology to identify high biodiversity areas, guiding interventions to mitigate risks to threatened species while aligning with local restoration objectives. Similarly, the Cameroon project emphasized participatory mapping of indigenous plant species and tree products to guide restoration efforts and ensure equitable benefit-sharing among local communities. The Pakistan project included assessments of Chilgoza forest ecosystems to identify areas for conservation and sustainable use, considering both biodiversity and socioeconomic values.

In conclusion, by embedding ESS frameworks throughout the Programme, tailored safeguards were effectively employed to mitigate risks across diverse contexts. Participating countries demonstrated innovative and inclusive approaches, emphasizing stakeholder engagement, traditional knowledge, community participation, and environmental considerations. Indigenous peoples and local communities played a pivotal role in shaping project outcomes, contributing to the Programme's overall success.

4.10.4. Gender

KEQ 24: To what extent were gender considerations addressed in designing and implementing the TRI Programme, including in its Child Projects?

The TRI Programme demonstrated a progressive integration of gender considerations throughout its implementation, aligning with global gender policies like the GEF Policy on Gender Mainstreaming (SD/PL/02) and IUCN's Gender Equality and Women's Empowerment Policy. These policies emphasize integrating gender considerations at every stage of environmental projects, from design to evaluation. However, while CI 5 pertains to the number of direct beneficiaries, the design of the TRI Programme lacked specific, measurable gender-related outcomes or indicators in its results framework. Similarly, gendered indicators were missing in the results frameworks of a number of national child projects. This oversight limited the Programme's ability to effectively track progress and assess its impact on promoting gender equity.



Eventually steps were taken during implementation to address gender gaps in the TRI Programme. In 2020, the Programme introduced a standardized tool to track beneficiaries disaggregated by sex,

Text Box 1: Livelihoods Support to Women Under TRI

In Cameroon's Waza Savannah landscape, the Project focused on women-led businesses through providing machinery for extraction oil from neem seeds. Through project intervention, women beneficiaries were able to increase their neem oil production capacity by 40%, creating a significant economic impact through increased incomes. The machine was established as a shared resource, allowing other groups to press their seeds for a fee. The revenue generated is used to maintain the machine and cover infrastructure costs, ensuring its long-term sustainability. This initiative has not only reduced the labor demands for women but also significantly boosted their income, leading to a transformative impact on their livelihoods and economic empowerment.

Moreover, women beneficiaries were supported in Democratic Republic of Congo through small-scale activities introduced by the project, including tree planting and producing briquettes as an alternative to cutting down trees for charcoal. Mothers in the community of Kabare and Ngweshe shared that, as a result of project intervention, they are now able to send their children to school, highlighting the broader social and economic benefits of these micro-projects.

Similarly, Kenya Tana Delta child project's focus on poultry farming had a direct impact on women beneficiaries. Nature Kenya's intervention through provision of incubator and extensive trainings on chick production, poultry care, vaccination and feeding, helped to improve existing practices. This has allowed the beneficiaries to produce chicks for income generation, where chickens sell for 1,000 KES and chicks for 100 KES. In addition to this, the trainings have allowed direct beneficiaries to train other women entrepreneurs in their localities on poultry management and guidance on producing and selling eggs and chickens.

providing clearer data on whether women were equitably benefiting from the interventions. This was complemented by improved guidance on gender-sensitive indicators. Capacity-building and enterprise development initiatives were an integral part of the Programme's gender-responsive approach. Training materials were developed, and dedicated sessions focused on FLR and income-generating activities. Knowledge products, such as the FAO learning guide on developing bankable business plans, were also designed with a gender lens to improve access to finance for women.

This shift in programming was also reflected in some national child projects as across the national child projects, over 3,000 women were engaged in capacity-building activities. For example, in Kenya, the ASAL project demonstrated notable progress by focusing on women's economic empowerment through training and support in income-generating activities such as beekeeping, rice farming, fish farming, and climate-smart agriculture. Similarly, a member of a farmer's cooperative in Kenya highlighted the role of the project in fostering women's leadership and involvement in smart agriculture and value chains. Moreover, in the Kenya Tana Delta project, Village Natural Resource and Land Use Committees were established with women members to enhance their participation in local decision-making processes. In Cameroon, women beneficiaries received training in improved agricultural techniques, financial management, and the production of non-timber forest products, which connected them to markets and enhanced their income-generating abilities. In Guinea-Bissau, the project similarly supported women in various capacities including training 330 women in solar salt



production, 95 in online oyster farming, and 413 in market gardening. These efforts resulted in income increases and better integration of women into economic activities.

Despite these advancements, challenges persisted in achieving consistent gender mainstreaming across the national child projects. Variations were observed in the level of integration, with some projects, while limited data on women's access to critical resources, such as land and credit, also hindered a comprehensive understanding of their empowerment. For instance, stakeholder interviews in the Guinea-Bissau project acknowledged difficulties in capturing gender-differentiated impacts due to data limitations. Similarly, systematic gender analysis was not consistently conducted to inform project design and implementation, which reduced the ability to tailor interventions to specific gender dynamics.

Also, project resources were not always optimally used to ensure gender integration. For instance, despite the recognition in the project document of women's active role in pine nut postharvest management in Pakistan, little resources were assigned to this segment during implementation. However, the absence of women project field staff was noted in the highly conservative pine nut producing areas, an essential element for reaching women beneficiaries in such social contexts.

The evaluation also noted that women's participation in the project activities was also not consistently documented. Although disaggregation by sex became more common, it was not uniformly applied across all national child projects.

In conclusion, gender considerations were eventually considered in the design of the TRI Programme. Several national child projects also promoted women's economic empowerment and participation in decision-making, demonstrating progress in fostering gender equity. However, limited data on women's access to resources, challenges in conducting systematic gender analysis, and inconsistencies in resource allocation for gender mainstreaming persisted. Also, challenges in reaching women in conservative areas highlighted the need for more tailored approaches to ensure inclusive participation.

4.10.5. Stakeholder Engagement

KEQ 25: To what extent did the programme engage with the relevant stakeholders, including the private sector, civil society organizations, government agencies, and programme beneficiaries?

The TRI Programme effectively engaged a diverse range of stakeholders throughout its implementation, ensuring inclusive participation in restoration efforts. This broad engagement included local communities, farmers, national and international policymakers, civil society organizations, private sector entities, and research institutions. By doing so, the national child projects demonstrated that sustainable restoration relies on active collaboration among all relevant parties and worked to integrate their diverse perspectives into its design, implementation, and decision-making processes.

Government agencies at national, regional, and local levels were instrumental in the Programme's support of policy-related initiatives. For instance, in Cameroon, the MINEPDED played a pivotal role in developing and approving the country's Action Plan (2021–2030) for the Restoration of Land and Forest Landscapes. Similarly, in Kenya, the Ministry of Environment, Climate Change, and Forestry led efforts to formulate the FOLAREP 2021–2025, ensuring alignment with national priorities. These



collaborations not only provided strategic oversight but also facilitated policy alignment, contributing to more effective implementation.

In addition, government agencies also participated in project implementation in a number of national child project countries. For instance, in Pakistan the national child project was implemented through the respective Provincial Forest Departments; in Kenya (ASAL), KEFRI was the executing agency; in DRC, the executing agency was the Ministry of Environment and Sustainable Development; in STP, the Ministry of Agriculture, Fisheries, and Rural Development and the Ministry of Environment through the Directorate of Forests and Biodiversity; in CAR, the Ministry of Environment and Sustainable Development; in China, the National Forestry and Grassland Administration; and in Tanzania, the VPO, Division of Environment.

Civil society organizations played an equally vital role, engaging in project implementation, advocacy, community mobilization, and capacity building. For instance, Nature Kenya ensured local communities were not merely beneficiaries but active participants in the restoration process through capacity-building initiatives, training, and the establishment of community-based structures like forest associations and water resource user associations. Similarly, in Guinea-Bissau, the TRI project partnered with the EU-funded Mangrove Project to develop a mangrove law and a national strategy for mangrove restoration. Such partnerships highlighted the Programme's ability to synergize with existing initiatives and amplify its impact.

The Programme also prioritized private sector engagement, acknowledging its critical role in financing and implementing restoration projects. Initiatives like the Restoration Factory provided mentorship and support for bankable restoration projects. In Cameroon, EcoPlanet Bamboo's involvement demonstrated the potential for impactful collaborations, while in Kenya, the Programme adapted its approach to address challenges in engaging private sector actors, who at times found the proposed methods misaligned with their business models. Efforts to provide business development support helped mitigate these challenges, reflecting the Programme's adaptability in fostering meaningful engagement. The national child project in STP worked with a local non-governmental organization, Alisei, on communication and outreach and engaged with Plan Vivo to explore opportunities for carbon credit certification. However, while there were varying degrees of support to the establishment or improvement of micro and small enterprises, the national child projects across the board lacked the engagement of large businesses and corporations, even though such actors are commonly associated with land and forest use globally. However, in the baseline analyses of several TRI countries, other drivers and actors were more prominently identified as contributing to degradation.

Mechanisms such as multi-stakeholder platforms were key to facilitating dialogue, coordination, and collaboration among diverse actors. In STP, the National FLR Platform served as a forum for stakeholders to contribute to decision-making, share knowledge, and coordinate restoration efforts; while in Cameroon, consultations with local communities were integral to the national action plan for land and FLR. Participatory approaches, such as the ROAM also ensured that restoration activities aligned with local needs and priorities. For example, in Kenya's ASAL project, ROAM assessments informed the development of Country Environment Action Plans and the establishment of community conservancies.

The Programme also highlighted the value of leveraging partnerships to address staffing gaps and enhance expertise. For example, in Cameroon, the project collaborated with International Bamboo



and Rattan (INBAR) to provide technical support on bamboo restoration. Similarly, in Kenya, the project partnered with the World Resources Institute (WRI) to conduct a ROAM assessment, which benefited from WRI's expertise in this area. These partnerships allowed the project to access specialized knowledge and skills that were not readily available within the project teams.

Despite these successes, the Programme encountered challenges, including administrative challenges, such as the three-year delay caused by disagreements between the Tanzanian government and UNEP over the implementing agency and fund management, specifically, the government's insistence on routing GEF funds through the Ministry of Finance rather than through CIFOR, and difficulties in engaging certain stakeholders, such as initial resistance from some communities to land-use planning restrictions and the need to educate local leaders and experts on the concept of restoration. Furthermore, the level of engagement with CSOs differed considerably across the participating countries. In some countries, such as Kenya, CSOs like Nature Kenya played a central role in project implementation, community mobilization, and advocacy. Similarly, in STP, and Guinea-Bissau partnerships with local NGOs were instrumental in achieving project objectives. However, in other countries like China and Pakistan, the engagement with CSOs was less prominent, with a stronger focus on government-led initiatives and state-owned entities.

Overall, the TRI Programme successfully engaged a wide array of stakeholders, fostering collaboration across governments, civil society, the private sector, and local communities. While challenges such as private sector engagement and administrative challenges persisted, its comprehensive and adaptive approach ensured meaningful progress in fostering sustainable restoration efforts.

4.10.6. Fiduciary Standards

KEQ 26: To what extent were fiduciary standards applied during TRI Programme implementation and how consistent were these standards with GEF fiduciary standards?

The fiduciary standards applied during the implementation of the TRI Programme were found to be consistent with GEF requirements, particularly in the areas of financial integrity, accountability, and oversight. The Programme's structure, implemented through three GEF-accredited agencies, inherently ensured a baseline level of adherence, as these agencies are bound by their own institutional guidelines that align with GEF standards. However, differences in the internal fiduciary control mechanisms and procedures of these agencies resulted in variations in implementation across the national child projects, affecting the uniformity of financial oversight and execution.

A key strength of the fiduciary system within TRI was its structured financial oversight mechanism, which included periodic financial reporting, budget tracking, and financial risk assessment processes. At the national level, Steering Committees played a critical role in reviewing financial reports, ensuring accountability, and making necessary adjustments to improve efficiency. For instance, in Guinea-Bissau, project audits were conducted, and financial reports were submitted in compliance with fiduciary requirements. However, despite these mechanisms, challenges in financial management remained. Variations in fiduciary controls among IAs affected financial execution, as seen in the Kenya Tana Delta project, where disbursement complexities slowed implementation. Additionally, projects in Pakistan, CAR, and DRC faced delays due to procurement hurdles and bureaucratic processes. In Guinea-Bissau and Cameroon, co-financing shortfalls required budget adjustments and activity scaling.



One of the most pressing financial challenges was the disparity between promised and materialized co-financing, which posed risks to financial sustainability. While GEF fiduciary standards require tracking of co-financing commitments, significant gaps emerged across several projects. For example, the Guinea-Bissau national child project had an initial co-financing commitment of over USD 41 million, yet by 2023, only USD 379,442 had materialized. Similarly, in Cameroon, only USD 2.4 million of the originally committed USD 9.1 million had been secured. These shortfalls necessitated budget adjustments and, in some cases, the scaling down of planned activities to align with available funds.

Financial execution rates varied significantly across projects, with some demonstrating strong financial absorption while others faced delays due to administrative and national regulatory hurdles. The Pakistan national child project, for instance, experienced procurement challenges related to lengthy approval processes and the specialized nature of the required equipment, slowing project implementation. Similarly, in the CAR, significant delays in financial disbursement impacted the ability to carry out planned restoration activities on schedule. The DRC faced additional challenges due to bureaucratic hurdles and multiple layers of verification, which, combined with the fragile and conflict-affected context, further hindered the timely use of funds.

Differences in the operational structures of the IAs also contributed to variations in financial management practices. FAO's structure, with direct oversight from its country offices, facilitated a more streamlined approach to fiduciary compliance. In contrast, IUCN and UNEP relied more on local partners for project execution, leading to differences in how financial controls were applied. For instance, the Kenya- Tana Delta project, implemented under UNEP, experienced slower execution of financial activities due to disbursement complexities.

Procurement, another key aspect of fiduciary compliance, generally adhered to the respective IAs' rules. However, practical challenges arose due to country-specific administrative processes and institutional capacities. In China, procurement processes were completed efficiently, benefiting from well-established national institutional frameworks. Conversely, in the DRC, bureaucratic hurdles and additional verification requirements at multiple levels resulted in significant procurement delays, affecting the timely implementation of planned activities.

The implementation of anti-corruption and financial integrity measures followed the policies of the three IAs. No cases of financial mismanagement or fraud were reported during the Programme's implementation. However, some projects, such as STP, faced initial gaps in financial reporting compliance due to the limited capacity of national partners. This led to increased engagement from FAO to strengthen documentation and reporting procedures, ensuring alignment with GEF fiduciary requirements.

In conclusion, while the Programme maintained compliance with GEF fiduciary standards, the effectiveness of fiduciary management varied across national child projects due to differences in implementation structures, procurement processes, and co-financing materialization. Strong financial oversight mechanisms were in place; however, practical challenges in disbursement, procurement, and financial reporting alignment impacted implementation across projects.



5. Lessons Learned, Conclusions, and Recommendations – TRI Programme

5.1. Lessons Learned

1. Successful FLR implementation is time and resource consuming and also requires **active engagement of government agencies, CSOs, private sector actors, and local communities** to ensure scalability and sustainability.
2. Programs can benefit from **collaboration between agencies with similar mandates**, particularly when **existing partnerships and expertise** are leveraged to avoid duplication.
3. Large, multi-country programs require **adaptive management approaches**, allowing flexibility to respond to emerging challenges, evolving priorities, and external shocks like political instability or climate-related disruptions.
4. Effective restoration programs require **country-specific adaptation** frameworks within a global structure, ensuring alignment with local policy, economic, and environmental contexts. Also, national governance, socio-political conditions, and environmental factors significantly influence FLR outcomes.
5. A **harmonized M&E approach** ensures cross-country comparability but demands **significant capacity-building and technical support** to ensure consistent reporting and data accuracy.
6. National child projects often have low capacities and strongly rely on **technical support and guidance** from the GCP, particularly for innovative Programme aspects such as restoration finance, as well as for operational aspects like harmonized M&E, communications, and policy integration.
7. **South-South cooperation** is highly valued, especially among countries with similar restoration challenges, emphasizing the need for structured knowledge-sharing mechanisms.
8. **Women** are often overlooked in technical restoration projects, yet their participation is critical for success.
9. **Embedding economic incentives** (e.g., PES, value chains, carbon finance) into restoration enhances **community buy-in**, ensures long-term sustainability, and reduces reliance on external funding.
10. **Complex approval processes**, multi-stage GEF requirements, and slow fund disbursement by IAs frequently delay implementation, underscoring the need for streamlined procedures.

5.2. Conclusions

Based on the evaluation of the TRI Programme across multiple thematic areas, the evaluation derived the following key conclusions:

The TRI Programme was highly **relevant** to the global, regional, and national environmental priorities, reinforcing its relevance in ecosystem restoration, biodiversity conservation, and climate action. It supported international commitments (Bonn Challenge, CBD, UNFCCC, UNCCD, SDGs), regional initiatives (AFR100, national restoration strategies in Asia), and national policies (e.g., Kenya's Vision 2030, Pakistan's Ten Billion Tree Tsunami, Guinea-Bissau's National Mangrove Law). Its integration with GEF objectives and multi-focal approach also strengthened biodiversity conservation, climate change mitigation, and land degradation neutrality, ensuring policy support and government buy-in.



The TRI Programme effectively aligned its **ToC** with its objectives, integrating FLR into national strategies through policy support, landscape management, and financial mobilization. While providing flexibility to national child projects to adapt to regional and national contexts, the integrated M&E system with nine CIs provided a structured approach to tracking FLR commitments.

The Programme delivered significant **results** in FLR policy, landscape restoration, institutional capacity, and knowledge sharing, but gaps remain in private sector engagement, financial sustainability, policy enforcement, and gender mainstreaming. Ensuring long-term sustainability requires a strategic focus on policy implementation, carbon finance expansion, and strengthening private-public partnerships.

The Programme made significant contributions to FLR **policy development** and integration, with several countries exceeding targets and embedding restoration into national strategies. Government adoption of key policies, such as Cameroon's FLR Action Plan and Kenya's FLR Strategy, reflects institutional commitment and potential long-term sustainability. However, policy implementation challenges persist, with some frameworks stalled due to political instability and bureaucratic delays. Furthermore, policy engagement remains a resource-intensive and time-consuming process.

The TRI Programme successfully exceeded its **restoration** targets, achieving 107% of the planned area under restoration. However, progress was uneven, with countries like Tanzania, Pakistan, and China surpassing targets, while Cameroon and CAR lagged behind. Community-driven restoration efforts linked to livelihoods proved successful, integrating economic incentives with ecological outcomes, such as mangrove restoration in Guinea-Bissau and pine nut value chains in Pakistan. Despite these achievements, external factors like COVID-19, security risks, water scarcity, and governance challenges posed significant barriers to implementation in multiple countries. Also, the Programme engagement with large private sector actors remained limited, restricting opportunities to mainstream restoration in global supply chains.

ESS frameworks were embedded across national child projects, using tailored approaches such as IUCN's ESMS and country-specific ESMFs. Strong stakeholder engagement ensured inclusivity, particularly for local communities, women, and indigenous groups, with mechanisms like FPIC enhancing participation. Locally driven risk mitigation strategies (e.g., participatory mapping in Cameroon, biodiversity risk assessments in Kenya ASAL, and sustainable value chains in Pakistan) strengthened social and environmental sustainability. However, no specific Indigenous Peoples Plans (IPPs) were developed, which may have limited targeted interventions.

FLR financing exceeded expectations (205%), primarily from governments and development partners, but private sector engagement remained limited. Countries with strong governmental support (e.g., China, STP) were more successful in securing funds, while others struggled due to high-risk perceptions and limited business capacity. While not a core focus of the Programme design, emerging approaches such as PES mechanisms and private sector partnerships were explored to a limited extent, with only a few countries, like STP and Kenya ASAL, exploring these financial models.

The TRI Programme exceeded its target for **knowledge** dissemination, with notable contributions from STP, CAR, and Kenya Tana River Delta, highlighting strong efforts in documenting and sharing restoration best practices. However, the lack of a standardized framework for evaluating knowledge product effectiveness limited the ability to measure their impact. Additionally, insufficient budget for



knowledge management and monitoring constrained the national child project's potential to scale and sustain knowledge-sharing efforts.

The TRI Programme established a robust **MEL framework**, integrating standardized indicators, templates, and tools for effective monitoring across national child projects. Capacity-building initiatives improved reporting quality, but challenges persisted due to inconsistencies in indicator interpretation (e.g., CI 2 vs. CI 3) and the limited ability to monitor GHG emissions reductions. Resource constraints hindered MEL implementation, as insufficient funding affected data collection and analysis, with MEL budgets often merged with knowledge management. Staff turnover and external disruptions like COVID-19 further affected MEL consistency.

The TRI Programme demonstrated strong **adaptive management**, effectively adjusting to geopolitical crises, evolving GEF requirements, and COVID-19 disruptions by reallocating project sites and revising restoration targets. Geopolitical and social risks required strategic modifications, as seen in Cameroon's resource shifts due to conflict and Guinea-Bissau's village replacements. The COVID-19 pandemic necessitated digital learning, but effectiveness varied due to infrastructure disparities, benefiting countries like China and Kenya more than others.

However, **timeliness** was a major challenge, with delays arising from complex and sequential GEF approval processes, particularly during the design and endorsement of individual national child projects. These were compounded by evolving monitoring requirements. Additionally, operational constraints, such as FAO's slow fund disbursement and political instability in multiple countries, further hindered implementation and cross-country collaboration under the programmatic approach. The Programme also faced staffing constraints due to limited donor funding and reliance on co-financing, leading to operational inefficiencies in communications and M&E roles. High **staff** turnover at both Programme and in some national child projects, notably in Guinea-Bissau, STP, Kenya ASAL and DRC, disrupted institutional memory, and in some cases delayed implementation and reduced continuity in MEL and financial oversight. Recruitment challenges for specialized expertise further impacted effectiveness, particularly in M&E and finance, as seen in STP and Guinea-Bissau. Additionally, turnover within government agencies and partner institutions in Kenya ASAL, Guinea-Bissau, and DRC created further instability.

In terms of sustainability, the TRI Programme successfully integrated FLR into policy and institutional frameworks, enhancing restoration viability through community-based livelihoods approaches by linking conservation to economic benefits, resource mobilization through public and development partner funding, and knowledge sharing and capacity building for FLR. However, lack of private sector engagement and carbon finance integration limited the scalability of FLR efforts.

The TRI Programme progressively integrated **gender** considerations by aligning with global policies like the GEF Policy on Gender Mainstreaming and IUCN's Gender Equality Policy. However, gender-specific outcomes and indicators were missing in the initial framework. Efforts to address gender gaps during implementation included a 2020 tool for tracking sex-disaggregated data and improved gender-sensitive guidance. Women's empowerment was primarily supported through livelihood initiatives. However, some national child projects effectively included women in economic activities, others struggled due to cultural and logistical barriers. Also, gender mainstreaming was inconsistently applied across national child projects, with gaps in data collection and systematic gender analysis.



The following table provides a rating assessment of the evaluation of the TRI programme in accordance with GEF programme evaluation criteria,²⁸ as outlined in [Annex 10](#).

Table 6: Evaluation Ratings – TRI Programme

Evaluation Criteria	Ratings
Relevance	Satisfactory
Coherence	Satisfactory
Effectiveness	Satisfactory
Efficiency	Moderately Satisfactory
Outcome Rating ²⁹	Satisfactory
Sustainability	Moderately Likely
Programme Implementation	Satisfactory
Lead Agency Implementation (IUCN)	Satisfactory
Other Implementing Agencies (FAO, UNEP)	Satisfactory
Programme M&E (Design)	Satisfactory
Programme M&E (Implementation)	Moderately Satisfactory

5.3. Recommendations

The recommendations below are tailored to inform the design of future integrated global programmes in restoration, ensuring improved efficiency, effectiveness, sustainability, and impact. They are categorized into: Programme design; Monitoring, Evaluation, and Learning; Operational Efficiency; Policy and Institutional Support; Implementation; Private Sector Engagement and Partnerships; Communication, Knowledge Sharing, and Capacity Building; and Gender and Social Inclusion.

5.3.1. Programme Design

- Harmonize GEF Approval and Reporting Processes to Minimize Delays:** The TRI Programme faced significant delays due to complex approval procedures and transitions between GEF-6 and GEF-7. Future programs should advocate for streamlined GEF processes, ensuring that reporting frameworks remain stable and adaptable without requiring excessive recalibration.
- Synchronized Start for national child projects:** To maximize the benefits of a programmatic approach, future global restoration programs should ensure that national child projects start simultaneously whenever possible. This will facilitate cross-country learning, coordinated technical assistance, and more effective global-level impact tracking.
- Flexibility for Technical Assistance and Capacity Building:** Programme funding should explicitly allocate flexible resources for both accessing as well as implementing Technical Assistance (TA) and Capacity Building (CB) from sources such as GCP. This could be done through a dedicated funding mechanism within the GCU or as part of individual national child project designs.
- Dedicated Funding for Key Programme Roles and Financial Sustainability Strategy:** Considering the essential focus of the TRI Programme, funding availability for Programme roles, such as M&E specialists, communication experts, and policy advisors, should be

²⁸ Guidelines for Conducting Program Evaluations - GEF IEO; October 2023

²⁹ The outcome rating is derived from the aggregated assessment of the criteria listed above, following standard GEF evaluation methodology.



enhanced, with only realistic reliance on co-financing, which led to staff burden/shortages in TRI.

5.3.2. Monitoring, Evaluation, and Learning

Considering the limited capacities within countries as well as the importance of harmonizing Programme monitoring, a GCP should continue to:

1. **Provide hands-on technical support for FLR monitoring and reporting**, particularly in countries struggling with capacity constraints.
2. **Increase funding for MEL activities** to ensure sustained tracking of FLR impacts beyond the Programme period.

5.3.3. Operational Efficiency

1. **Strengthened Monitoring and Impact Tracking Systems:** Although the Program followed GEF monitoring guidelines, it is recommended that similar future programs integrate expanded monitoring indicators to capture broader impacts beyond core environmental indicators. These may include, inter alia, outcomes related to communication effectiveness, capacity-building, partnership engagement, and gender and livelihoods. Furthermore, persistent challenges in MEL implementation, such as misinterpretation of CIs, affected data accuracy. Future programs should continue to provide clear guidance on indicator definitions and **build** capacity.
2. **Improve Fund Disbursement Mechanisms to Avoid Implementation Bottlenecks:** In several national child projects, such as Kenya Tana Delta, DRC, and STP, fund disbursement was delayed due to administrative bottlenecks, lengthy approval processes, and procurement challenges. These delays led to slower implementation, reduced flexibility, and interruptions in activity timelines. Future programs should explore alternative financial management mechanisms such as decentralized fund disbursement, pre-approved budget flexibilities, or direct funding channels to implementing partners.

5.3.4. Policy and Institutional Support

Policy development and implementation are resource-intensive and require long-term commitment and support from national stakeholders and partners. Future programmes should consider the following recommendations to enhance institutional and policy effectiveness:

1. **Collaborate with strategic partners:** Link FLR with initiatives that are of high relevance to governments and donors and collaborate with complementary programmes to co-develop and implement FLR policies.
2. **Bridge the policy–implementation gap:** Integrate financial planning, enforcement mechanisms, and institutional support into policy design to ensure that adopted policies can be effectively implemented on the ground.
3. **Strengthen government capacity for FLR execution:** Provide structured training and capacity development for decision-makers and establish multi-stakeholder governance platforms to support inclusive and coordinated FLR implementation.



5.3.5. Implementation

1. **Strengthening Long-Term Sustainability by Embedding FLR into National Budgets:** While the TRI Programme successfully integrated FLR into policy frameworks, its financial sustainability remains uncertain. Future programs should advocate for direct government budget allocations for FLR activities, ensuring restoration efforts continue beyond donor-funded programs. For instance, in Kenya's Tana Delta project, efforts were made to integrate FLR into county government budgeting and planning processes.
2. **Integrate Climate Risk Assessments into FLR Planning and Implementation:** Climate-related challenges, such as droughts in Kenya ASAL and Guinea-Bissau, impacted restoration sustainability. Future programs should incorporate climate vulnerability assessments into project design.
3. **Scaling Restoration Through Sustainable Financing Mechanisms:** While the TRI Program largely focused on localized value chains, future restoration programs should also prioritize approaches that facilitate scalability and sustainability, including sustainable regional and global value chains, PES, and carbon financing models, etc. These require integrating market-based mechanisms and establishing financial instruments that attract long-term investments.

5.3.6. Private Sector Engagement and Partnerships

1. **Development of a Comprehensive Private Sector Engagement Framework:** In addition to working closely with governments, local communities and enterprises, future programs should also design a structured private sector engagement framework at both global and national levels. This may adopt strategies such as support to investment readiness of small and medium enterprises as well as the engagement of large businesses through linkages with their CSR programs and sustainable supply chain initiatives, etc. and will require necessary operational resources at the program and national level.
2. **Strategic Partnership Development for Resource Mobilization and Impact Leveraging:** A structured partnership strategy should be developed at the onset of the Programme, accompanied by a monitoring framework and dedicated resource plan. This should focus on key leverage areas such as PES, private sector investment, and alignment with existing global restoration initiatives. For instance, future programs may work on regional FLR carbon credit activities and align with voluntary carbon market standards. Also, to ensure feasibility, this will need to be integrated into programme design with dedicated financial resources, specialized technical expertise, and a structured resource mobilization plan.

5.3.7. Communication, Knowledge Sharing, and Capacity Building

1. **Communication Strategy:** While a communication strategy was developed under TRI, future programmes should strengthen this by ensuring it is established during inception phase, with clearly defined global, regional, and country-level components, accompanied by a monitoring framework and dedicated budget. Special attention should be given to non-English-speaking countries, ensuring that national/local stakeholders can be engaged in relevant languages.
2. **Enhanced South-South Cooperation and Cross-Country Learning:** South-South cooperation and cross-country learning were appreciated features of the TRI Programme but took place on a limited scale, being subject to country-level budget allocations. Future programs should dedicate resources to promote such collaboration through structured exchange programs



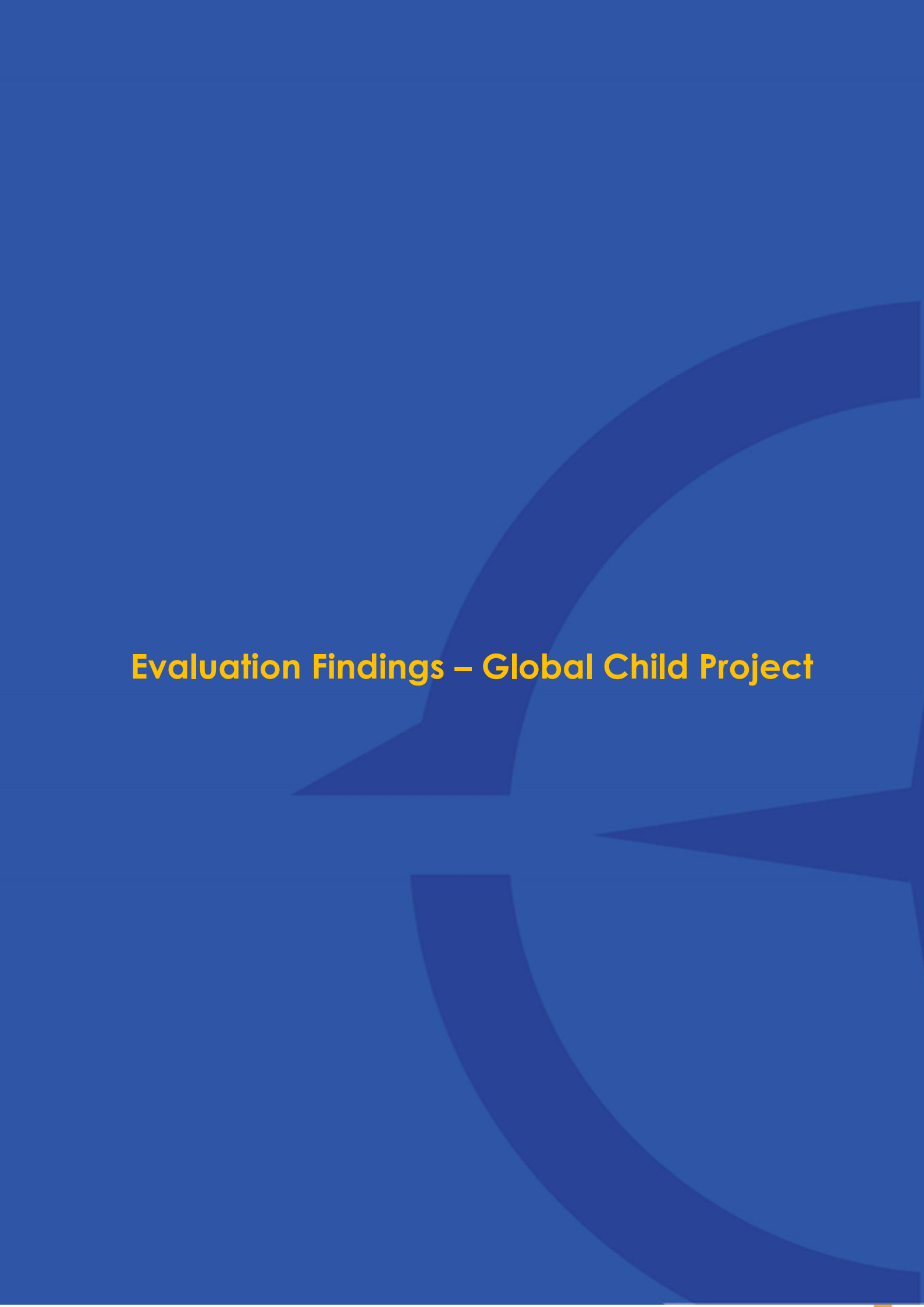
between countries with similar contexts and challenges. This may include virtual knowledge-sharing platforms, study tours, and mentorship programs between experienced and emerging FLR countries.

5.3.8. Gender and Social Inclusion

1. **Gender-Sensitive Programme Design and Robust Tracking of Women's Contributions:** Women's role in restoration must be critically assessed and leveraged through targeted Programme design and results tracking mechanisms. Future programs should ensure gender-responsive indicators are embedded from the outset³⁰, including specific tracking of women's economic empowerment, land tenure security, and leadership in FLR governance.

³⁰ While the TRI Programme followed existing GEF gender considerations prevalent at the time of design, its design preceded the introduction of the GEF Gender policy and associated indicators.





Evaluation Findings – Global Child Project

1. Evaluation Findings – Global Child Project Performance

This section presents the detailed findings from the evaluation of the GCP, structured around the key evaluation questions. Findings are organized according to the **OECD/DAC criteria**: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability, with ratings provided in line with GEF Evaluation Guidelines. The report also includes an analysis of **cross-cutting themes**, such as Materialization of Co-financing, Environmental and Social Safeguards, and Gender. Additionally, key lessons learned from the GCP are discussed, and recommendations are provided accordingly. [Annex 11](#) provides a detailed Evaluation Matrix used in the assessment of the TRI Programme.

1.1. Relevance

KEQ 1: How appropriate and relevant was the Global Child Project approach and intervention logic in terms of its objectives and anticipated outcomes, and within the global context of the TRI programme?

The GCP was found to demonstrate a key supportive role in the implementation of TRI using a **programmatic approach**. Overall, the GCP's role in the TRI Programme was valued for harmonizing and coordinating the work of national child projects. In particular, GCP's capacity building and formalization of the M&E framework and its support to build national capacities on monitoring were highly valued by national child projects. Similarly, the GCP facilitated exchange between national child projects and the development and dissemination of FLR knowledge through initiatives such as annual global workshops and setting a Community of Practice (CoP), etc. In terms of a programmatic approach, the GCP also leveraged the TRI Programme's visibility through engagement with initiatives such as the UN Decade on Ecosystem Restoration.

Furthermore, the GCP had its own PSC, set up in 2018, with representatives from the IAs. Meeting biannually for a total of seven sessions, this PSC worked closely with the GCU to ensure that global-level activities were fully aligned with the needs and priorities of the national child projects. The joint implementation approach involving IAs further enriched the GCP's impact, as each agency's expertise allowed for a comprehensive and integrated strategy. Under this division of labor, IUCN led Components 1 and 4, FAO took charge of Component 2, and UNEP handled Component 3, thus addressing the diverse needs of the country-level projects.

KEQ 2: Has there been any change in the relevance of the Global Child Project since it started? If so, what are the reasons that explain the change in relevance and where the project able to adapt to remain relevant?

The GCP's relevance has evolved significantly since its inception, adapting to shifting global contexts and the emerging needs of participating countries. Initially, the GCP was designed to align with international commitments such as the Bonn Challenge while addressing national level FLR priorities. Over time, the GCP's focus expanded and adapted to meet new challenges, including those brought about by the COVID-19 pandemic, changes in global restoration priorities, and evolving national project needs.

The COVID-19 pandemic was a major factor in redefining the GCP's approach, as it forced a transition from in-person capacity-building activities to virtual platforms. This transformation demonstrated the GCP's flexibility and resilience in maintaining programmatic objectives. In particular, online training



modules, webinars, and virtual workshops replaced traditional methods, ensuring somewhat uninterrupted support for national child projects.

At the programme level, transition from GEF-6 to GEF-7 necessitated the GCP to support new reporting requirements and indicators, necessitating recalibration of frameworks and additional training for project teams. At the national level, the need for foundational development of bankable projects also led to the replacement of the Investment Opportunity Rapid Appraisal Tool with the 'Restoration Factory' and 'Restoration Explorer' business incubation and mentorship Programme in 2020. Furthermore, as shown in Table 7, there was broad variation in the start and end dates of national child projects, arising from COVID-19 and contextual delays. While global trends, such as the launch of the UN Decade on Ecosystem Restoration, further shaped the GCP's priorities by increasing the focus on aligning with international goals and promoting themes like gender equality and the integration of traditional knowledge.

Table 7: Implementation Timeline Variations Across National Child Projects

Country	Start Date	Planned End Date	Revised End Date
China	Dec-2018	Apr-2022	December 2023
Guinea-Bissau	Jul-2019	Aug-2024	June 2024
Cameroon	Jul-2019	Dec-2022	July 2024
DRC	Oct-2018	Oct-2023	August 2024
Global Child Project	May-2018	May-2023	March 2025
Pakistan	Sep-2018	Apr-2022	December 2024
Kenya ASAL	Aug-2018	Jul-2024	April 2025
Kenya Tana Delta	Jun-2019	Apr-2024	June 2025
CAR	Jan-2019	Dec-2022	December 2025
STP	May-2018	Apr-2023	Dec 2025
Tanzania	Jul-2021	Dec-2026	NA

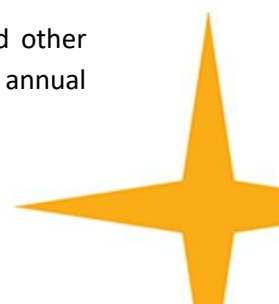
While these adjustments ultimately improved GCP responsiveness to TRI Programme, they also added complexity and prolonged implementation timelines. Accordingly, the Project was extended twice for a total of approximately two years; primarily, due to COVID-19 related delays, and also to accommodate (at least) as many national child projects reaching their mid-term.

1.2.Coherence

KEQ 3: How well did the TRI Global Child project fit in its context? In particular, to what extent the types of services provided by the Global Child project aligned with the needs of the Country child projects

The Evaluation found that the GCP's services largely aligned with the needs of the national child projects. In particular, the GCP supplemented weak technical capacities and enhanced knowledge at the country level, while fostering integration across the national child projects. Initially, the TRI Programme Inception Workshop was used to bring countries on board while also assessing their development needs. During the course of implementation, the PAC and GCU, as well as the exchange events such as the annual TRI Global Knowledge Sharing meetings, continued to be platforms for national child projects to communicate their requirements for support.

The Global Child PSC, composed of representatives from the IAs, the GEF Secretariat, and other stakeholders, oversaw the strategic direction of the GCP and was responsible for reviewing annual



work plans, budgets, and key decisions, such as no-cost extensions. Through these reviews, the PSC facilitated programmatic coherence, knowledge sharing, and strategic oversight. The PAC was also part of the governance structure, functioning as an external advisory body to provide high-level guidance and recommendations, further detailed under the relevant key evaluation question on its oversight role.

These platforms also resulted in cross-project learning and exchange among national child projects on FLR. Importantly, the GCP's support to the harmonization of M&E framework and capacity building for M&E provided significant guidance to national child projects for delivering their monitoring and reporting commitments, as elaborated in the section on Effectiveness. national child projects were also introduced to and guided in the implementation of methodologies such as ROAM (Pakistan) and STAR (Cameroon, CAR and Kenya) and introduced to novel concepts like Geographical Indication (GI) for forestry products. In addition, as elaborated in the section on Effectiveness, TRI countries also received some support from the GCP for the development of bankable projects and influencing the FLR policy enabling environment.

While national child projects were generally appreciative of the support provided from the GCP, stakeholders also perceived significant gaps in the capacity of GCP to respond to their specific needs. The major underlying causes reported for this included limited resources at the GCP in comparison to the extent of country needs. This was further compounded by a mismatch of expectations by the national child projects in some areas, especially support for bankable projects, for hands on support by GCP, which was beyond the scope of the GCP design.

In particular, the GCP's responsiveness was constrained by funding and staffing challenges, which limited its ability to provide hands-on technical support at the country level. The GCP was designed to provide general guidance and ad-hoc support, rather than to replace the functions of the country teams. However, the design of the national child projects lacked provision for seeking assistance from the GCP, while the GCP's own funds were also restricted to provide tailored assistance. For instance, while the GCP facilitated investment workshops and provided finance training, limited funding restricted its ability to directly broker financial partnerships for national child projects. Similarly, although requests were made for in-country knowledge management and communication support, the GCP's lack of resources and mandate prevented it from responding to requests for in-country knowledge management and communication support.

Furthermore, the evaluation observed the differences in the organizational structure of the three IAs affected coherence. FAO implemented the national child projects directly through its country offices, incorporating a portion of the country project budgets for global advisory support. In contrast, IUCN and UNEP had to rely on public and development sector implementing partners and lacked such direct budgetary allocations for technical support. While the difference in structures cannot be directly correlated with achievement of results, it affected the GCP's direct responsiveness to the national child projects.

Additionally, the phased start and end dates of child projects limited the intended programmatic approach, particularly as some national child projects extended beyond the conclusion of the GCP in March 2025. Projects in the CAR (ending December 2025), Kenya Tana Delta (ending June 2025), STP (ending May 2025), and Tanzania (ending December 2026) would not benefit from continued technical support, coordination, and learning platforms previously facilitated under the GCP.



In summary, while the GCP was effective in addressing core technical and capacity-building needs of national child projects, its limited resources restricted its ability to provide more hands-on, tailored support. Misalignment between national child project expectations and the GCP's design further hampered responsiveness. Moving forward, ensuring dedicated resources and extended technical support for long-running projects will be essential for maximizing the GCP's impact.

1.3. Effectiveness

KEQ 4.1: How effective has the TRI Global Child Project been in promoting good practices for Programme-level coordination, planning, and implementation of FLR and adaptive management across all TRI child projects? Also, to what extent has the PAC helped guide and provided oversight of the GCP?

KEQ 4.2: Does the project operational structure facilitate effective decision-making, communication, and coordination?

Implemented under the multi-level governance structure comprising of a PAC, GCU, Global Child PSC, the GCP supported the coordination, planning, implementation, and adaptive management of FLR of the TRI Programme.

A TRI GCU was established in 2019 to facilitate both the TRI Programme as well as Project-level coordination. The GCU monitored the progress of the TRI Project, coordinated the Project's M&E Plan, and submitted the annual Progress Implementation Reports (PIR) to GEF. The GCU also facilitated information sharing through support to the TRI M&E and communications through workshops, knowledge products, and e-learning sessions and webinars, etc. As of 2024, the GCU convened only 15 meetings, documented with action points fully implemented.

Similarly, the Global Child PSC provided oversight and strategic guidance, approving five PIRs submitted to the GEF and developing four consolidated Programme reports. The PAC also played a critical role in steering programmatic decision-making and adaptive learning. By 2024, five PAC meetings had addressed challenges such as COVID-19 disruptions, reporting improvements, and TRI's strategic positioning within the UN Decade on Ecosystem Restoration. The PAC served as an external advisory body that played a pivotal role in shaping the strategic direction of the GCP, ensuring it remained aligned with TRI's broader objectives. Composed of representatives from participating countries, IAs, GEF representatives, and external experts, the PAC provided counsel on policy, reviewed Programme progress, advised on financing strategies, and supported broader partnerships at both Programme and national levels. One of its key contributions was advocating for the continuous improvement of the MEL framework. During its 2020 meeting, the PAC highlighted inconsistent interpretations of indicators such as "land under restoration" and "direct beneficiaries," prompting national child projects to adopt more standardized approaches. By 2022, PAC discussions focused on strengthening data comparability among different contexts, and it continued to recommend that countries adopt common methodologies and capacity-building to improve the accuracy of reported results.

The PAC also offered guidance on financial mobilization to bolster FLR investments across national child projects, reviewing initiatives like the UNEP FI "Restoration Factory" and suggesting broader partnerships to increase private sector engagement. In 2023, it encouraged national child projects to seek additional funding under the UN Decade Flagships call while highlighting the importance of positioning TRI as a leading Programme under the UN Decade on Ecosystem Restoration. Alongside



financial sustainability, the PAC underscored the value of strategic visibility: it encouraged showcasing TRI outcomes at global fora, such as the World Forestry Congress (WFC), to attract support and elevate the Programme's impact.

Despite these contributions, the PAC faced challenges in ensuring its recommendations were fully translated into practical action at the country level. Stakeholders noted that while the PAC's guidance was strategically sound, it often lacked detail on how to tailor interventions to country-specific contexts. Disparities in restoration targets and reporting methods further complicated the application of uniform guidelines.

Overall, the evaluation observed that the governance structure of the GCP was appropriate to respond to the planning, oversight, and communication needs of the different Programme components. However, there were some gaps in the arrangements associated with the implementation of the governance structure. While the PAC's functions were well documented, record of the PSC meetings are available only since 2022. Interviews with key stakeholders revealed that the PSC meetings were productive and reportedly took place more frequently than stipulated in the M&E framework, including both planned and ad hoc meetings. However, the evaluation found out that minutes of these meetings were not documented. Instead, any follow up action items were communicated to the concerned stakeholders mostly through emails, and the members relied on the commitment of and close working relationship between the three IAs to follow through on implementation of decisions made in the PSC.

Furthermore, in view of the time required to plan these meetings, in 2022 the PSC approved to reduce the frequency of PAC meetings from twice a year to annually. There were also inconsistencies in GCU meeting frequency. Although, a schedule of meeting at least once every six weeks was introduced in April 2022, monitoring reports indicated that the GCU met only 18 times overall, averaging about three meetings per year, which is lower than expected 23 meetings based on the updated schedule.

In line with the GCP results framework, four TRI Global Communications and Outreach Strategy were prepared during the course of implementation with the latest finalized in 2023, after significant delays. Nevertheless, the evaluation observed that the GCP actively carried out Programme outreach activities from the very start. Central to the GCP's support to communications and outreach, **the TRI web portal served as a key platform for information dissemination; regularly updated with learning resources, Programme updates, and communications materials.** Revamped in 2022 to align with IUCN's website, the portal consistently met operational goals, achieving 100 percent of its targets over the five-year period and ensuring stakeholder access to up-to-date tools and information. Other activities undertaken in this regard included global event participation, publications such as the annual TRI Year in Review Report, newsletters, web stories, videos, and infographics, etc. Also, a final visibility campaign was carried out during the second part of 2024 including a new separate website.

In parallel, the TRI Partnership Strategy, formalized in 2022 after initial delays, enabled expanded engagement efforts, including TRI's nomination as a UN Decade of Ecosystem Restoration flagship and contributions to FAO's Framework for Ecosystem Restoration Monitoring (FERM) registry. The Project's governance mechanisms also enabled the adoption of adaptive measures, a critical element for the effective implementation of a large integrated Programme like TRI. Key adaptive measures included budget reallocations for components 1 and 4 based on the no-cost extension for the project, adjustments to budget allocation for Value for Money studies, modifications to the PAC reporting frequency from biannual to annual, and the adoption of the Restoration Explorer tool. In addition, the



logical framework of the GCP was also reviewed and updated based on recommendations of the mid-term review. These actions contributed to an improvement in management effectiveness scores from “moderately satisfactory” in 2022 to “satisfactory” in 2023. Notably, 100 percent of identified adaptive measures were implemented by the project’s conclusion.

KEQ 4.4: How effective has the TRI Global child project been in consolidating and sharing FLR knowledge generated across all TRI child projects both internally and externally?

KEQ 4.5: What approaches worked and did not work to promote learning and knowledge exchange between the child projects and their partners on the ground?

KEQ 4.6: To what extent have the knowledge products and tools brought by the Global Child Project have been taken up by national child projects and other stakeholders?

The GCP has played a pivotal role in consolidating and disseminating FLR knowledge across national child projects, facilitating collaboration and strengthening learning at both the national and global levels. Through structured knowledge-sharing platforms, training programs, tool development, and digital repositories, the GCP successfully fostered an interconnected community of practice. Its approach combined in-person exchanges, online learning, and targeted technical guidance, ensuring that FLR stakeholders had access to both theoretical and practical resources.

A key strength of the GCP was its ability to create structured opportunities for cross-country learning. The **five annual TRI Global Knowledge Sharing meetings**, held in Nairobi, Rome, Dar es Salaam, and virtually, played a crucial role in promoting peer-to-peer learning and exchange of best practices. These meetings provided a space for national child project teams to share experiences, discuss implementation challenges, and refine their approaches to FLR. Regional training sessions further reinforced technical capacity, such as the PES workshop in Beijing, EX-ACT toolkit trainings in Nairobi and Cameroon, and online workshops focused on restoration business models and spatial planning. Beyond workshops and conferences, **cross-country exchange visits** were a particularly valuable aspect of the GCP’s knowledge-sharing strategy. These exchanges provided practical, hands-on learning experiences by allowing national child project teams to observe and engage with FLR initiatives in other countries. One notable example was the bilateral exchange between Guinea-Bissau and STP, where project teams collaborated on mangrove restoration efforts, facilitated by their shared language and regional similarities. Another key exchange took place in the Democratic Republic of Congo, where a team visited Katanga/Lubumbashi to learn from the Independent Observatory, providing valuable insights into monitoring and governance mechanisms. **These exchanges were highly valued by stakeholders, who cited them as some of the most impactful learning opportunities under the GCP.**

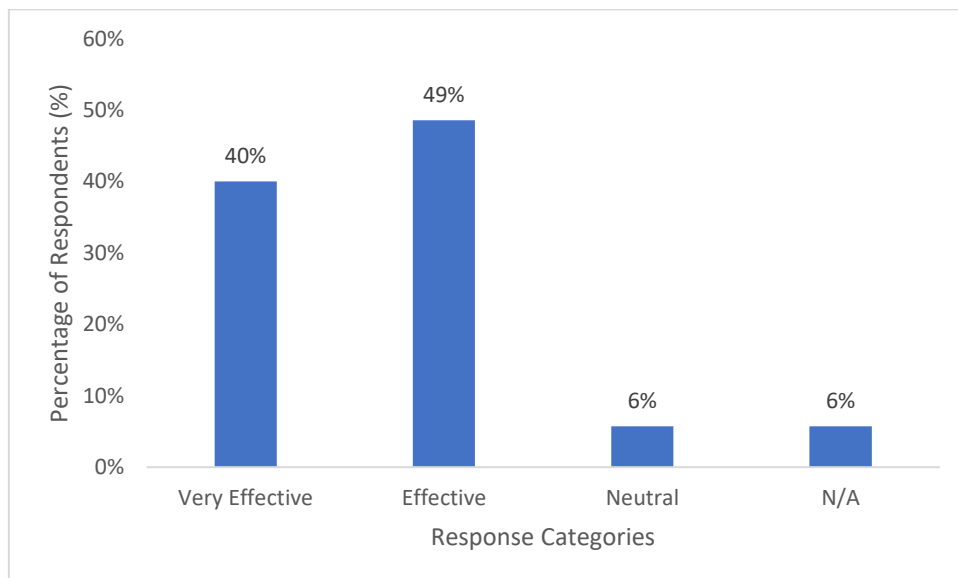
The GCP also made significant contributions through the development and dissemination of knowledge products. Seven FLR tool packages were created, covering essential topics such as Climate Action, Forest Genetic Resources (FGR), Monitoring, Sustainable Financing, and Youth Engagement. The *Unasylva 252* and *Mapping Together* guides were translated into multiple languages to improve accessibility. Additionally, a series of e-learning courses—covering FLR basics, sustainable finance, and seed and seedling supply planning—gained widespread traction, with two of the newly launched courses ranking among FAO’s top 10 most engaged courses. The TRI Dgroup served as a digital repository for recorded webinars and training sessions, further ensuring long-term access to learning materials.



The GCP's impact extended to global knowledge-sharing platforms as well. national child projects actively contributed to international conferences, presenting their work at the WFC and the World Conservation Congress (WCC). In 2022, all 11 child projects participated in the WCC, while seven projects presented at the WFC showcasing their progress in FLR strategy development. Bilingual webinars allowed stakeholders from Myanmar, Pakistan, Guinea-Bissau, and the DRC to share their experiences with the ROAM, fostering valuable knowledge transfer across linguistic and regional boundaries. Additionally, ten child projects presented their lessons learned at TRI Knowledge Sharing events, reinforcing the Programme's role as a hub for FLR expertise.

In terms of outreach, the GCP significantly expanded the reach of FLR knowledge. The project reported engagement with 19,401 FLR stakeholders, while three FLR Communities of Practice (CoPs) brought together 2,910 active participants for discussions and exchanges. The Forest and Landscape Restoration Mechanism (FLRM) Knowledge Base attracted over 16,491 visitors, providing access to a vast repository of best practices and case studies. Additionally, TRI's newsletter subscriber base reached 5,000 stakeholders, further amplifying the dissemination of key insights. The Evaluation survey found that the GCP has been largely effective in consolidating and sharing knowledge and lessons learned on FLR both within the Programme and externally. As presented in figure 20, nearly half of the respondents (49%) rated its effectiveness as "Effective," while 40% considered it "Very effective," indicating a strong positive perception of its knowledge-sharing efforts. This also aligns with a trend of improved satisfaction in communication and coordination reflected in the 2023 management effectiveness survey, which showed a notable increase in perceived effectiveness of communications activities compared to the 2022 management effectiveness survey. However, 6% of the evaluation survey respondents remained "Neutral," suggesting some gaps in engagement or accessibility of shared knowledge. Additionally, 6% marked "N/A".³¹

Figure 20: Evaluation Survey Findings on GCP Consolidating and Sharing FLR Knowledge (n=35)



Despite these successes, the effectiveness of the GCP in consolidating and sharing FLR knowledge faced some constraints. Budget limitations and COVID restricted its ability to expand South-South exchanges and broader cross-country collaborations, despite strong demand from national child

³¹ Based on a survey of n = 35 respondents.



projects. Additionally, the uptake of some knowledge products was hindered by language accessibility issues, particularly in Portuguese-speaking countries such as Sao Tome and Guinea-Bissau, where materials were predominantly available in English and French. Furthermore, infrastructure challenges, such as limited internet connectivity and digital literacy in some national child projects, prevented full utilization of online learning tools and repositories.

KEQ 4.7: How effective has the Global Child project been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals across all supported countries?

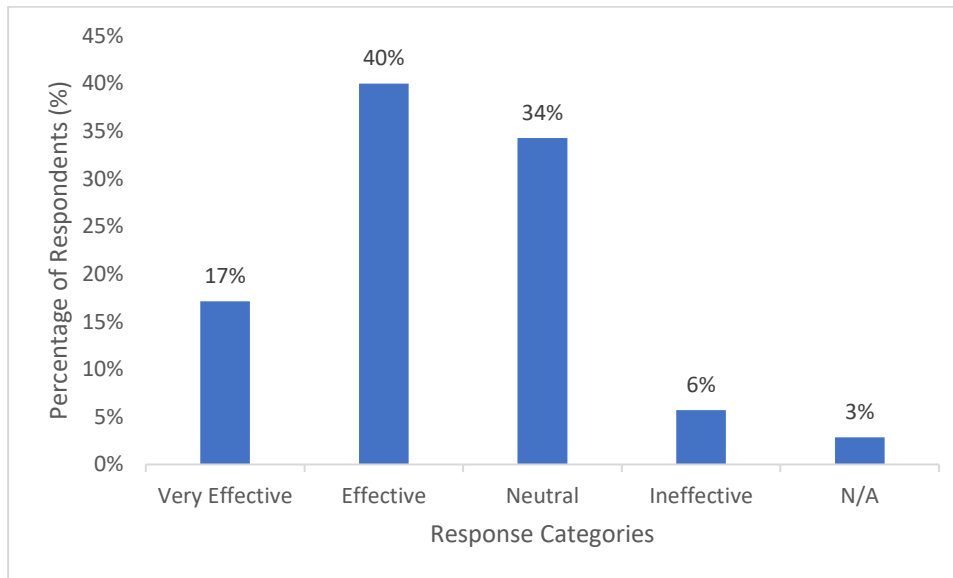
The GCP has played a critical role in enhancing financial readiness, fostering partnerships, and supporting the development of bankable proposals across TRI countries. Through targeted training, incubation programs, and capacity-building initiatives, the GCP effectively strengthened business models and investment strategies, making FLR projects more attractive to potential investors.

A key success of the GCP was its emphasis on strengthening FLR finance readiness through business and financial capacity-building. Recognizing early on that underdeveloped markets lack investable opportunities, the Project shifted its focus in 2020 to strengthening market maturity through improving financial literacy, developing business models, and integrating sustainable finance strategies. Under UNEP's global finance component within the GCP, two key initiatives were developed to strengthen financial capacity for FLR: the Restoration Factory, an incubation Programme, and the Explorer, a pre-incubation Programme. These tools were designed for adoption by countries, offering structured support for business development and investment readiness. These initiatives were crucial in preparing TRI countries to access financial opportunities. Overall, the Evaluation survey found the GCP has been moderately effective in mobilizing financial resources and supporting the development of bankable FLR projects, with 40% of respondents rating its efforts as "Effective" and 17% as "Very effective." However, a notable 34% of respondents remained "Neutral," suggesting that a significant proportion may not have observed substantial progress in financial resource mobilization. Additionally, 6% rated the project as "Ineffective," indicating some challenges in achieving financial sustainability, while 3% selected "N/A," as illustrated in figure 21.³²

³² Based on a survey of n = 35 respondents.



Figure 21: Evaluation Survey Findings on GCP Mobilizing Financial Resources and Supporting Bankable Projects (n=35)



Notably, Kenya and Tanzania, successfully adopted FLR business and finance tools. In Kenya, the second iteration of the Restoration Factory engaged 47 eco-entrepreneurs in 2023, achieving an 80% graduation rate, with successful outcomes replicated in other regions. While in Tanzania, an incubation Programme initiated in 2024 is supporting sustainable entrepreneurs ("ecopreneurs") in two priority regions. This initiative focuses on building business capacity, refining business models, and strengthening investment proposals to enhance access to funding. Also, in Kenya, support was provided to the Tana Delta project, where efforts focused on enhancing the business proposal for a sustainable industrial hub. This included refining the pitch and business models to attract investment. While promising leads have emerged with the government and private sector financiers, no fully concrete investment outcomes have materialized yet. Nonetheless, these initiatives demonstrate the growing capacity of TRI stakeholders to develop and present bankable business proposals that align with FLR objectives.

A capacity-building Programme was also delivered to TRI countries, including a finance training session at the second global TRI event in Rome and a financial flow tracking session for nine TRI country teams at the annual TRI conference in Nairobi. Additionally, specialized training on FLR and nature-based solutions was provided to members of the UNEP FI network. Additionally, targeted assistance from UNEP Finance Initiative (UNEP FI) helped Kenya, STP, China, and Pakistan refine their FLR finance strategies. In Cameroon, bespoke technical assistance supported financial integration into restoration planning; and Tanzania received technical backstopping, integration of finance into ROAM, and preparation for the Restoration Factory Programme.

The GCP was also able to leverage partnerships for mobilizing finance. At the global level, the Programme facilitated linkages between TRI-supported projects and international finance mechanisms. such as the UN Decade on Ecosystem Restoration's Multi-Partner Trust Fund (MPTF). Furthermore, the Explorer Programme, originally developed under TRI, was later integrated into the Great Green Wall initiative, expanding its reach beyond TRI countries. These efforts illustrate the GCP's ability to position FLR initiatives within broader international funding frameworks.



A partnership with the EU Reducing Emissions from Deforestation and Forest Degradation (REDD) Facility led to the development of a tailored methodology for tracking financial flows, which was later finalized and introduced to TRI countries through basic training. To further enhance understanding, comprehensive training was conducted at the TRI annual conference, focusing on financial flow tracking. Additionally, webinars on business models and financial instruments were developed to equip TRI teams with the knowledge and tools needed to effectively monitor and manage FLR funding from both public and private sources. The Restoration Finance Workshop at the 2022 TRI annual conference in Kenya, attended by over 50 participants from eight countries, served as a platform for linking investors with in-country restoration opportunities.

However, considering the extent of challenges faced in the area of FLR, the evaluation found that the financial resources available under the Restoration Factory were significantly small. For instance, a key informant interviewed reported that the Restoration Factory in Tanzania is supporting 42 entrepreneurs but, has only approximately USD 7,000 in funding that will be further divided among four or five leading businesses from the cohort. Consequently, each business will be able to access funding well under USD 2,000.

Furthermore, in the presence of several similar enterprise incubation and acceleration facilities supporting environmental businesses, the evaluation was unable to assess the niche value proposition of the Restoration Factory initiative. Similarly, considering the availability of several impact investment funds focusing on environmental issues related to FLR, such as sustainable value chains and land management, etc., major gap observed was the lack of developing linkages with financial sources outside the Restoration Factory introduced by the UNEP FI. An exception to this was when linkages with WRI's Land Accelerator were explored, leading to some entrepreneurs progressing to these platforms after graduating from the Restoration Factory. However, attempts to systematize these linkages were constrained by differences in timelines and limited budget within the GCP to support additional Factory cohorts.

Also, while the GCP contributed significantly to improving finance readiness, challenges in bankable project development persisted. One of the key issues identified was misaligned expectations—some TRI countries initially assumed that the Programme would provide direct funding rather than technical assistance for financial mobilization. This misunderstanding likely stemmed from the project design phase, where references to financing support led to assumptions that in-country financial mobilization assistance would be provided. These differing expectations created initial confusion, requiring continuous engagement to realign country teams with the Programme's actual scope and objectives. Also, funding constraints remained a major challenge.

The lack of dedicated budgets for direct financial assistance also restricted the GCP's ability to provide country-specific support when needed. For instance, in STP, efforts to engage the central bank required an on-the-ground consultant, but neither UNEP nor the country had the resources to fund this role. This disconnect between global financial strategies and in-country needs limited the Project's capacity to facilitate direct financial linkages.

Furthermore, implementation of the Restoration Explorer and Factory proved challenging, as most countries had not allocated a budget for this activity. An exception was Tanzania, which launched its Programme later and incorporated the necessary budget adjustments and was therefore the only country able to sustain and fully implement the model, enabling its continued deployment there. Another challenge was the lack of standardized definitions and reporting criteria for bankable projects.



Some national child projects struggled to determine what qualified as a bankable project, leading to inconsistencies in reporting. This issue made it difficult to assess the true impact of the Programme in terms of successfully securing restoration financing.

Overall, the GCP has contributed to enhancing financial literacy and building investment readiness among TRI countries. However, funding limitations, misaligned expectations, and reporting challenges constrained the full realization of its objectives and exploring extensive innovative channels for finance mobilization. Furthermore, the availability of support was subject to the design and capacities of the national child project as well as country context. Hence, while the GCP laid the foundation for investment readiness, its long-term impact depends on expanding funding mechanisms, strengthening investor linkages beyond UNEP FI, and ensuring clearer finance mobilization strategies to drive sustainable FLR investments on a scale.

KEQ 5.1: To what extent have the participating countries adopted standardized FLR monitoring tools and practices recommended by the Global Child Project?

The GCP played a crucial role in advancing FLR monitoring by promoting standardized tools and methodologies across participating TRI countries. Through collaboration among the IAs, the GCP facilitated the harmonization of monitoring frameworks, introduced methodologies such as the STAR metric, and provided training and technical support to improve biodiversity assessments and carbon tracking. These efforts significantly strengthened the ability of national projects to monitor biodiversity and restoration impacts. However, challenges in classification, consistency, and country-specific adaptations limited full-scale adoption.

A major success of the GCP was its investment in capacity-building initiatives that enhanced monitoring expertise at the national level. FAO provided technical support and training

on emission measurement tools and OpenForis platforms, helping several national child projects integrate CO₂ sequestration tracking into their monitoring frameworks. IUCN introduced the STAR metric, which improved biodiversity impact assessments, particularly in Kenya, Cameroon, and the CAR. Furthermore, the Programme facilitated regular knowledge-sharing events and workshops, allowing TRI countries to engage with technical experts and exchange best practices in FLR monitoring.

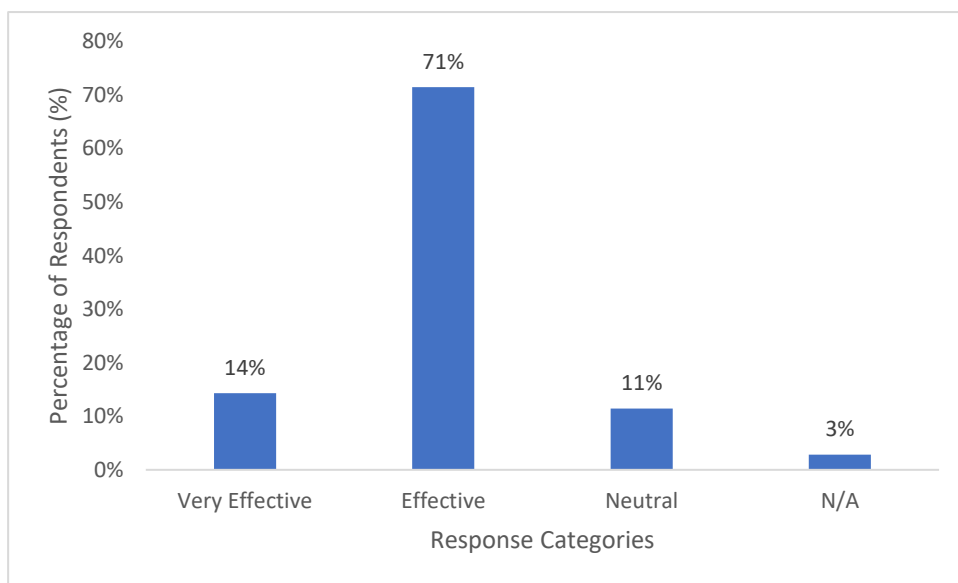
The introduction and adoption of key monitoring tools were among the most tangible contributions of the GCP. The STAR metric developed by IUCN and partners was used to conduct high-resolution biodiversity assessments, identifying threatened species, key ecological pressures, and priority areas for restoration. The tool enabled project teams to make data-driven decisions. Integrated into STAR, the TerraView tool was also developed as part of the TRI Programme's broader efforts to enhance biodiversity monitoring and FLR impact assessments. It allowed national projects to classify land types, assess ecosystem health, and measure changes over time, particularly in areas targeted for restoration. Using STAR, high-resolution assessments were undertaken in five TRI landscapes in CAR, Cameroon, Kenya, and Myanmar, and STAR Assessment reports were completed for three child projects—Kenya Tana River, Kenya ASAL, and Cameroon. Moreover, IUCN provided a range of robust tools, products, and initiatives to support restoration efforts, including the ROAM, which was adopted and utilized by several TRI Child Projects. Furthermore, beyond TRI, STAR has been used by countries participating in the UN Decade on Ecosystem Restoration to track progress towards commitments under the CBD.



The FAO also developed CO₂ estimation tools that were successfully integrated into the monitoring system in Cameroon. Additionally, the FERM platform was introduced to register and document restoration activities, ensuring comprehensive tracking of best practices. Ensuring that all TRI projects are registered on FERM remains a priority to facilitate standardized monitoring and reporting of restoration progress.

The GCP has been largely effective in supporting the monitoring and evaluation of FLR, including its impact on biodiversity. The Evaluation survey found that a majority of respondents (71%) rated its efforts as "Effective," while 14% considered them "Very effective," indicating strong performance in tracking FLR progress and biodiversity outcomes. However, 11% remained "Neutral," suggesting that some respondents may not have had sufficient engagement or visibility into monitoring efforts. Additionally, 3% selected "N/A", as presented in figure 22.³³

Figure 22: Evaluation Survey Findings on GCP Supporting M&E of FLR (n=35)



Despite these advancements, several challenges hindered the full-scale adoption of standardized FLR monitoring tools. One of the most critical issues was the inconsistency in the classification of FLR indicators, particularly in distinguishing between areas "under restoration" and those "under improved practices." In some instances, restoration activities overlapped with improved land-use practices, leading to double counting and discrepancies in reporting. Although a clear definition differentiating these two indicators was provided through an Indicator Fact Sheet and reinforced during a webinar, some country teams faced challenges in interpretation and consistent application. These issues were eventually resolved to some extent through training on M&E.

Another key limitation was the uneven adoption of recommended monitoring tools, largely due to differences in capacity and project timelines across countries. FAO initially planned to conduct midterm and end-of-project emission measurements, but this was revised to only include end-of-project assessments due to the slow and uneven implementation of national child projects as well as capacity constraints in some national child projects.

Resource and capacity constraints further complicated the implementation of standardized FLR monitoring tools. Several TRI projects faced technical and financial limitations that restricted their

³³ Based on a survey of n = 35 respondents.



ability to fully adopt and sustain these methodologies. For instance, some TRI countries faced challenges in utilizing the tool due to data accessibility issues and a lack of trained personnel to interpret its outputs. The complexity of certain methodologies, such as STAR methodology, EX-ACT tool and OpenForis platforms, combined with varying levels of institutional capacity across national child projects, made it difficult to ensure widespread uptake. Despite these challenges, STAR was recognized as a valuable component of the TRI Programme's FLR monitoring framework, and its continued use could enhance global restoration tracking efforts beyond the TRI initiative.

Overall, the GCP made significant progress in strengthening FLR monitoring by introducing structured tools, providing technical training, and fostering collaborative oversight. However, inconsistencies in indicator classification, country-specific monitoring preferences, and capacity constraints prevented full adoption across all TRI countries. Nevertheless, STAR was an innovative solution and has been positioned as a global tool for biodiversity-inclusive restoration planning beyond the TRI initiative.

KEQ 5.2: How effective has the Global Child Project been in facilitating engagement with key decision makers to facilitate the establishment of enabling policy environments for FLR across TRI countries?

The evaluation found that the GCP played a critical role in engaging decision-makers to establish enabling policy environments for FLR across TRI countries. Through PIPs, targeted training sessions, and knowledge-sharing initiatives, the GCP strengthened national and sub-national FLR commitments. By integrating FLR objectives into existing national frameworks, land-use policies, and environmental governance structures, the GCP ensured that restoration was aligned with broader development and conservation agendas. This was achieved through technical guidance, regulatory frameworks, and institutional coordination, which facilitated FLR integration across multiple sectors.

Countries such as China and STP demonstrated significant progress in advancing FLR policies. China's centralized governance and structured master plan ensured that FLR priorities were well-integrated within national policy frameworks. Meanwhile, STP benefited from strong coordination between government institutions, the central bank, and key stakeholders, resulting in the development of policy environment conducive to restoration investments. These advances, however, were primarily driven by pre-existing national commitments rather than external influences. Additionally, Pakistan expanded its Bonn Challenge pledge to 1 million hectares, signaling strengthened national commitment to FLR with GCP support.

To enhance policy development and dissemination, the GCP produced 11 case studies and 10 Panorama Solutions on policy impact. PIPs were also developed in STP, Kenya, and Cameroon, contributing to policy review, development, and implementation at multiple governance levels. These materials helped to document the best practices, provide technical guidance, and inform decision-making at the country level. For example, the introduction of GI for forestry products in some TRI countries reinforced the legal and economic mechanisms that support FLR-linked value chains and sustainable resource management. Furthermore, the GCP conducted capacity-building sessions for policymakers, equipping them with tools on scientific methodologies, financing strategies, and restoration planning to facilitate FLR policy integration.

Furthermore, a key contribution of the GCP was its support to TRI countries' participation and representation in global environmental conventions, regional policy dialogues, and knowledge-sharing forums. The Project helped secure high-level commitments to restoration. TRI projects gained



global visibility through events such as the Bonn Challenge and the UN Decade on Ecosystem Restoration, with China, Guinea-Bissau, Pakistan, and Kenya recognized among the 50 founding ecosystem restoration initiatives in the Decade's digital hub. Additionally, TRI Kenya was showcased at the Bonn Challenge milestone event in 2020, and key GCP-supported initiatives, such as the Restoration Factory and STAR, were highlighted at the Global Landscapes Forum's digital restoration event in 2021.

The Evaluation survey found that the GCP has been largely effective in engaging decision-makers to promote policies that support FLR, with 65.71% of respondents rating its effectiveness as "Effective." However, only 11.43% considered it "Very effective," indicating room for further strengthening high-level policy engagement. A notable 20% of respondents remained "Neutral," suggesting that some stakeholders may not have directly observed the project's policy influence. Additionally, 2.86% selected "N/A"

However, the full realization of GCP's policy engagement objectives faced several challenges. One of the main constraints was varying levels of political will and institutional capacity among TRI countries, which made it difficult for GCP to guide and support the country teams. While some nations demonstrated strong governmental buy-in and rapid policy adoption, others encountered bureaucratic delays, regulatory fragmentation, and weak inter-ministerial coordination, which contributed to slowed policy implementation. Additionally, financial constraints limited the GCP's ability to provide sustained in-country policy support and technical assistance, impacting long-term FLR policy execution.

A key challenge was the gap between policy formulation and implementation. While the GCP successfully facilitated the design and adoption of FLR policies by supporting national teams in their policy influencing work for the design and adoption of FLR policies, some countries struggled to operationalize them due to the combined absence of institutional mechanisms, financial incentives, and enforcement structures. This was particularly evident where FLR commitments were integrated into national strategies but still need to be linked to clear implementation roadmaps, dedicated financial allocations, or monitoring frameworks.

In conclusion, the GCP was highly effective in advocating FLR policy integration, facilitating multi-stakeholder engagement, and strengthening institutional capacities for policy formulation. However, challenges in implementation, resource constraints, and governance complexities limited the full realization of FLR policy frameworks in some TRI countries.

1.4. Project Implementation and Execution

KEQ 8: To what extent is the current Global Child Project operational modality and governance structure efficient in contributing to the overall achievements of TRI?

IUCN, FAO, and UNEP jointly implemented the GCP, each focusing on distinct project components. IUCN, through the GCU, led knowledge generation, coordination, and monitoring activities, FAO provided direct technical support on restoration finance and facilitated country-level actions through its FLRM, and UNEP concentrated on policy and private sector engagement with an emphasis on sustainable finance mobilization. This division of responsibilities leveraged each agency's comparative advantages and helped avoid duplication of efforts, as elaborated in the section on Effectiveness.



Despite the clear delineation of roles, collaboration among the IAs was sometimes uneven in practice. FAO, with an office presence in each country where it was working as the implementing agency, was able to offer more robust technical assistance to national child projects that it was leading (Pakistan, Myanmar, DRC, STP, and Kenya (ASAL). In contrast, IUCN and UNEP were constrained by more limited resources for on-the-ground support to their respective national child projects and often had to focus on broader global-level guidance, knowledge products, and strategic interventions. Nonetheless, the collective expertise of the three agencies yielded notable benefits for national child projects, in capacity-building, policy development, restoration finance, and restoration monitoring, as reported by interviewed stakeholders.

KEQ 6: To what extent the Global child Project was able to implement the recommendations of the Mid-Term review and did these changes led to the expected results?

The project made significant progress in implementing the MTR recommendations, primarily by refining frameworks, improving coordination, and enhancing digital collaboration. This section outlines these efforts, while [Annex 12](#) provides details on the MTR recommendations and their implementation.

The GCP worked towards addressing the recommendation on **strategy and design (Recommendation 1)** by revising the results framework across all four components, adjusting indicators, means of verification, and targets for better alignment and more realistic expectations. This included incorporating process indicators for social processes and management effectiveness and updating the project's barrier and risk analysis. However, at the Programme level, challenges remained in accurately reporting on CI 7 (Value of Resources), highlighting the need for further guidance and clarification.

The GCP successfully completed its Partnership Strategy as part of the broader Stakeholder Engagement Plan finalized in Q3 2022. Evidence of its implementation was seen in the enhanced coordination among TRI partners, particularly during the organization of the 2023 Global Learning Workshop in Tanzania (**Recommendation 2**). Additionally, the GCP addressed MTR's recommendation to improve its M&E approach by revising its results framework to strengthen the alignment between outcomes, indicators, and targets, ensuring they were more specific and measurable (**Recommendation 3**). To strengthen business development solutions, the project reallocated resources to expand the Restoration Factory and supporting tools (**Recommendation 4**). The initiative was pilot tested in Kenya (2022), launched in Brazil (October 2023), and is set for expansion in Tanzania (June 2024), though its impact on partnership growth remains uncertain. While the MTR recommended cost extension was rejected by GEF (**Recommendation 5**), the PSC approved successive no-cost extensions through March 2025. This also aligned with **Recommendation 14** on sustainability, as new project proposals were developed for GEF8 and other funders to secure long-term financial support, though the lack of a costed extension may have affected sustainability efforts.

The project made substantial progress in Project Implementation and Execution Modality by addressing key recommendations. The PAC meetings were fully transitioned to an online format, with the 2023 and 2024 meetings conducted virtually (**Recommendation 6**). Additionally, the selection of diverse PAC members **was** ensured (**Recommendation 7**), with external members chosen based on relevant partnerships, though specific actions to expand or diversify membership were not detailed in subsequent progress reports. To enhance project staffing, a **60% Project Coordinator role** was introduced, along with expanded part-time positions for communications, M&E, policy, gender, and biodiversity (**Recommendation 8**). This staffing structure was implemented for 2023-2024 to optimize



resource allocation, though further commitments were not documented in later reports. In line with improving document management, the project established a Teams group in March 2022, providing shared folders and meeting minutes for PSC and team discussions (**Recommendation 9**). The project also strengthened strategic communications by leveraging IA synergies to document and share country-level learnings (**Recommendation 10**), disseminating insights through the *Year in Review*, web stories, PANORAMA solutions, FERM, and participation in global events such as the UN Decade on Ecosystem Restoration and UNFCCC COP 28. Furthermore, the project partially implemented efforts to enhance collaboration and project development (**Recommendation 11**) by fostering knowledge sharing, capacity building, and policy support, as demonstrated through participation in the November 2023 Global Learning Workshop in Tanzania. In addition, during the workshop in Tanzania, representatives from some countries also reported submitting new project proposals were submitted by countries as reported by participants in the Tanzania workshop.

The project implemented recommendations on risk management (**Recommendation 12**), by maintaining a biannual risk register and an adaptive management practice log to track risks, concerns, and opportunities, enhancing proactive risk management and adaptive capacity. Moreover, the project conducted annual rescreening as part of the PIR process, ensuring ongoing compliance with environmental and social safeguards (**Recommendation 13**).

In conclusion, the GCP demonstrated significant responsiveness to the MTR recommendations, particularly in strengthening governance, refining the results framework, and enhancing collaboration. Nevertheless, some challenges persist, particularly in sustainability planning and harmonized reporting at the Programme level.

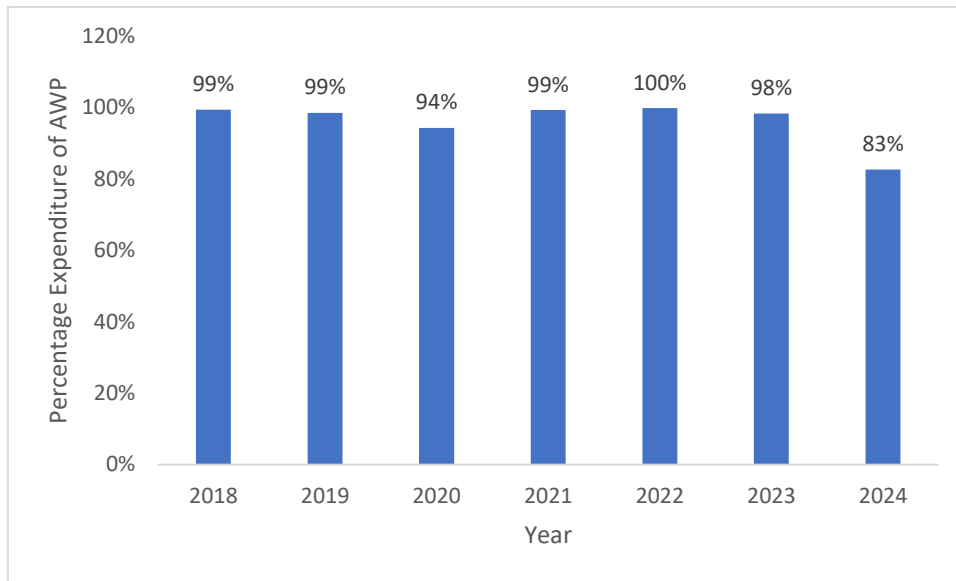
1.5. Efficiency

KEQ 7: To what extent has the Global Child Project been implemented efficiently and cost-effectively?

The GCP demonstrated a generally efficient and cost-effective use of resources, marked by a consistent alignment between planned and actual expenditures. Over its duration (2018–2024), the project achieved a high overall rate of 98% expenditure against allocated budgets. As illustrated in Figure 23, expenditure remained steady across the years, reflecting consistent budgetary execution and adaptive financial planning.

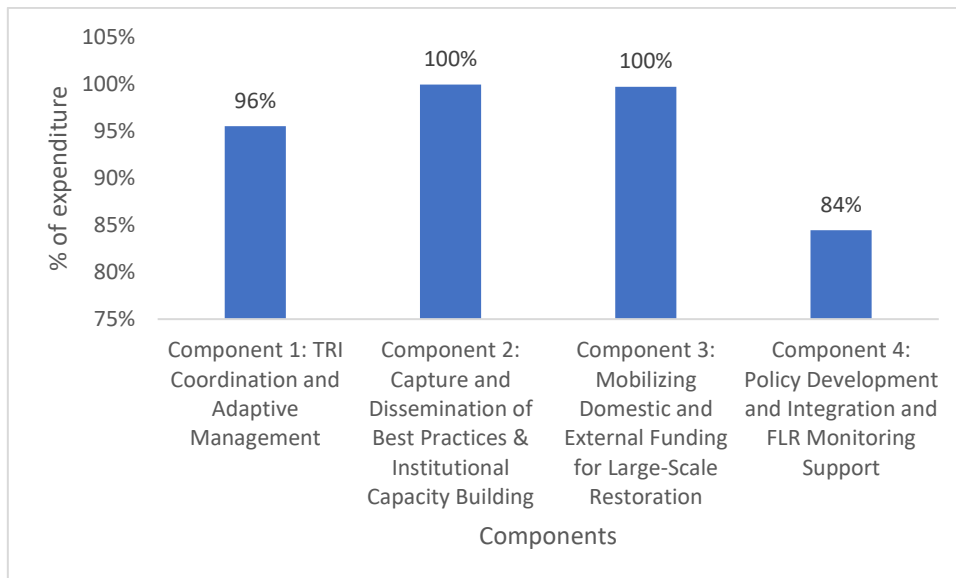


Figure 23: Annual Budget Execution of the GCP (2018–2024)



Component-wise financial management also reflected efficiency. Components 1 (Coordination and Adaptive Management), 2 (Capture and Dissemination of Best Practices and Institutional Capacity Building), and 3 (Mobilizing Domestic and External Funding for Large-Scale Restoration) showed strong financial execution, with 96% and 100% budget utilization, respectively. In contrast, Component 4 (Policy Development and FLR Monitoring Support) experienced lower efficiency, with only 85% of its allocated budget spent by December 2024, as presented in Figure 24.

Figure 24: Component-wise Budget Utilization (as of December 2024)



The GCP's centralized coordination and technical support mechanisms represented a clear efficiency advantage. By leveraging the strengths of the three IAs, the project delivered enhanced learning, tools, and knowledge products at scale. Its single, project-based delivery system enabled efficiency gains that would have been difficult to achieve if national projects operated independently. Key outputs, such as harmonized MEL frameworks, tools like the Restoration Barometer, the STAR metric, and



ROAM, contributed significantly to minimizing duplication and standardizing approaches across national child projects.

The GCP also demonstrated strong adaptive capacity, quickly modifying its delivery model in response to external challenges, particularly the COVID-19 pandemic. These adaptations minimized implementation delays, ensured continuity of technical support, and sustained progress toward program outcomes.

Nonetheless, some efficiency constraints were noted, particularly related to limitations in funding allocations for technical support staffing. Interviews with project management teams revealed significant challenges in maintaining adequate capacity, especially for policy, communications, and M&E roles, due to partial allocations in the initial budget design.

1.5.1. Complementarities with Existing Initiatives

KEQ 9: To what extent has the Global Child Project contributed to fostering complementarities with existing agreements, initiatives, data sources, partnerships, and avoided duplication of similar activities by other groups and initiatives?

The evaluation found that in various cases, the GCP developed partnerships and integrated lessons from the numerous actors already engaged in FLR globally, ensuring that resources were used more effectively. At the outset, a comprehensive mapping exercise identified ongoing initiatives, investments, and data sources in FLR. This mapping helped the GCP position itself to add value through coordination, knowledge sharing, and targeted support.

To operationalize this approach, the GCP collaborated closely with key global and regional initiatives. Its engagement with the Bonn Challenge went beyond symbolic alignment: the GCP supported national child projects in tracking and making Bonn Challenge commitments and used the Bonn Challenge Barometer of Progress for monitoring. Partnerships with AFR100 in Africa also promoted synergies, involving technical assistance to governments and alignment of project activities with these broader regional goals. Likewise, the GCP collaborated with the UN Decade on Ecosystem Restoration. It submitted an application to be recognized as a flagship initiative under the UN Decade and facilitated the inclusion of all TRI countries in the UN Decade's Framework for Ecosystem Restoration Monitoring platform.

The GCP also leveraged partnerships with World Wide Fund for Nature (WWF) and the EU-REDD+ Facility to broaden its scope of technical support in the area of finance. WWF finance co-hosted webinars on PES and sustainable finance for FLR, while the EU-REDD+ Facility helped adapt a financial flow tracking tool specifically for FLR. Through a partnership with the social enterprise Bridge for Billions, the GCP also introduced and implemented the Restoration Factory, which provided a platform for entrepreneurs and local stakeholders to develop restoration-related business ideas.

At the country level, partnerships with international projects provided specialized expertise, such as the support from EU-funded project to a new mangrove law in Guinea-Bissau. Similarly, in some cases, collaboration with local organizations also supported implementation. For instance, the GCP partnered with two local incubators in Kenya for the delivery of the Restoration Explorer.

The Project also built upon existing investments and expertise from IAs, such as IUCN's global restoration Programme, FAO's FLRM, and UNEP's Programmatic Cooperation Agreement on "Tools and approaches to support countries in incorporating multiple benefits, green economy and green



investment approaches in REDD+ planning”. A cornerstone of TRI’s design was the integration of ROAM, developed by IUCN and WRI for the Global Partnership on Forest and Landscape Restoration, which enabled countries to identify restoration potential, barriers, and enabling conditions. Finally, as a pilot initiative for the GEF, GCP (as part of the TRI Programme) contributed to the development of future integrated programming, including the GEF-8 restoration initiative.

The GCP also engaged strategically with knowledge platforms, tools, and specialized organizations. A prime example was the partnership with FAO on the FLRM Knowledge Base Platform, where the GCP chose to enhance and populate an existing digital resource rather than develop a new one. Similarly, it worked with Yale ELTI to develop online FLR training courses, building on ELTI’s well-established expertise and infrastructure. In addition, the project actively pursued alliances with organizations possessing complementary skill sets. Examples include collaborations with Biodiversity International on Forest/Tree Genetic Resources (FGR/TGR), with Newcastle University and The Biodiversity Consultancy on the STAR metric, and with the WRI on restoration monitoring tools. By leveraging existing tools and knowledge, the GCP strengthened the relevance and practicality of FLR methods available to national child projects, while minimizing redundant efforts.

In terms of data utilization, the GCP built upon authoritative global databases. The IUCN Red List of Threatened Species and the World Database on Key Biodiversity Areas were fundamental to refining and applying the STAR metric for restoration monitoring. This not only saved time and resources but also enriched existing datasets with new FLR insights, creating a virtuous circle of data sharing and usage.

While the GCP has made significant efforts to build partnerships and leverage existing resources, the Evaluation also found gaps in some areas. In particular, despite setting a good example through the exchange between STP and Guinea-Bissau and high demand for such support, financial constraints limited the Project’s support to scaling up such South-South cooperation. Furthermore, while partnerships were established with key development sector programs and initiatives were developed, the engagement of the private sector as a partner for FLR remained limited. Furthermore, the GCP was unable to actively develop relationships in the critical area of ‘access to restoration finance’. In this regard, linkages with impact investment funds and similar resources supported by GEF, international development banks, and bilateral donors, etc. could have leveraged the GCP’s support.

In conclusion, the GCP was largely successful in fostering complementarities with existing FLR agreements, initiatives, and data sources, ensuring that its interventions complemented rather than duplicated global efforts. Its strategic partnerships, use of established methodologies, and alignment with international frameworks contributed to a cohesive and integrated restoration landscape. However, the project could have further strengthened its role in facilitating direct financial access for FLR initiatives, building partnerships with private sector, and exchanges among TRI countries.

1.5.2. Integration of Policy, Best Practices, & Finance

KEQ 10: How relevant and beneficial for the achievement of the programme’s objectives was the integration of the three components on policies, best practices, and finance?

The integration of policy, best practices, and finance within the GCP fostered synergistic outcomes and strengthened the overall impact of the TRI Programme. The project design deliberately linked these components, recognizing that effective FLR required an approach that combined technical



knowledge, policy support, and financial mechanisms. The development of policies under Component 4 was shaped by the knowledge generated and shared through Component 2, which focused on capturing the best practices and institutional capacity building. These policy-focused outputs contributed to an enabling environment for FLR finance mobilization, a key focus of Component 3. While Component 1 provided overarching support to Project management and M&E.

While these synergies contributed to achieving Programme goals, the extent of integration varied across national child projects. Some national projects were better positioned to leverage policy and financial mechanisms, while others faced structural and financial barriers that limited their ability to fully integrate the three components.

The coordination and adaptive management component of GCP encountered several challenges in delivering an integrated approach. Budgetary limitations particularly constrained coordination and adaptive management. The GCP budget was insufficient to fully address the diverse needs of participating countries, particularly for in-country support. While the project successfully delivered knowledge products and training, the demand for direct assistance, particularly in policy influencing and finance mobilization, exceeded available resources. The use of online platforms and webinars helped mitigate some of these limitations, but virtual engagement did not always serve as an adequate substitute for in-person interactions, particularly in contexts with limited internet access and technological infrastructure.

The rigidity of the GEF funding structure posed additional challenges for adaptive management. Although the project incorporated lessons from mid-term reviews, a proposal for a cost extension to improve coordination and adaptive management was rejected, limiting the Project's ability to respond to emerging needs. Staffing constraints within the project management structure also affected efficiency. Co-financing arrangements were intended to supplement human resources but were not entirely sufficient for the extensive support required by TRI. Competing demands on co-financed staff often meant that GCP did not receive the dedicated attention required for effective coordination.

1.5.3. Cost Effectiveness

KEQ 11: Has the programmatic approach promoted by the Global Child Project led to the most effective use of TRI resources, cost savings and to efficiencies of scale in the provision of coordination and technical support?

A key contribution of the GCP was providing centralized coordination and technical support across nine countries managed by three IAs, drawing on efficiencies of scale.

The Programme-wide M&E system represented one of the GCP's most significant efforts to achieve efficiencies of scale. By developing a standardized Programme-level M&E framework, including nine harmonized CIs, the GCP sought to streamline data collection and reporting processes, thereby reducing the need for each national child project to develop independent systems. Additionally, providing all national child projects with access to tools such as OpenForis and the Restoration Barometer, and customized reporting template for each CI further enhanced data consistency and comparability across projects. However, despite these efforts, persistent variations in local interpretations of indicators, particularly related to CIs 4, 7, and 8, remained a challenge. While the GCP provided training to address this issue, full harmonization was not achieved, requiring continued methodological refinement and additional technical support. Another key approach to improving efficiencies of scale was the introduction of standardized methodologies, such as ROAM and the STAR



metric, to create uniform frameworks for FLR assessment and monitoring. ROAM was widely adopted by several national child projects, offering a consistent approach to identifying and prioritizing restoration opportunities. The STAR metric, used to conduct high-resolution biodiversity assessments in countries such as Kenya, Cameroon, and the CAR, provided a structured method for measuring biodiversity impact. Similarly, the availability of Restoration Factory introduced by UNEP FI provided a business development tool for enterprises across the nine TRI countries. The GCP also sought to improve efficiency of scale through its knowledge-sharing approach, which was designed to facilitate cross-country learning and reduce the need for individual national child projects to develop best practices in isolation. The annual TRI Global Knowledge Sharing meetings provided a structured platform for peer-to-peer exchange, allowing national child project teams to share experiences, discuss challenges, and refine their approaches to FLR implementation. In addition, regional training sessions, such as the PES workshop and the EX-ACT toolkit trainings provided standardized capacity-building support across multiple countries, reducing redundancy in technical training efforts. The development and dissemination of knowledge products further contributed to the GCP's cost-effective provision of technical support. The translation of key guides such as Unasylva 252 and Mapping Together into multiple languages broadened their accessibility, while the TRI Dgroup served as a centralized digital repository, ensuring long-term availability of training materials and technical resources. However, language barriers and infrastructure challenges, particularly in national child projects with limited internet connectivity, constrained the full utilization of these resources. Beyond coordination and technical support, the GCP facilitated national child project access to major development programs and fora related to FLR, such as the UN Decade on Restoration. Furthermore, cross-country exchange visits among countries led by separate IAs further reinforced learning by enabling direct observation and engagement with restoration initiatives in different contexts. While stakeholders widely valued these exchanges, budget constraints limited their scale, preventing the full realization of potential efficiencies from shared learning.

1.6. Impact

KEQ 12: To what extent TRI Programme was able to achieve its global environmental and development objectives – and what has been the Global Child Project's likely contribution to those?

KEQ 13: Are there any unintended consequences because of the actions of the Global Child Project?

The GCP played a pivotal role in advancing the TRI Programme's contribution to global environmental benefits, including land restoration, increased forest cover, carbon emissions reduction, and policy development. It strengthened FLR by enhancing financial literacy, improving monitoring systems through collaboration with FAO, UNEP, and IUCN, and promoting widely adopted FLR tools and learning platforms. Additionally, by engaging decision-makers and supporting policy integration, the project increased the visibility of FLR efforts and ensured long-term impact across TRI countries. Importantly, the Project played a critical role in promoting coordination among the various TRI Programme countries through support to planning and facilitating knowledge exchange through in-person and online interaction. Furthermore, standardized tracking and assessment across participating countries, enhancing national capacity for monitoring, and enabling unified reporting to GEF also enabled the demonstration of TRI Programme's contributions towards the Bonn Challenge. Furthermore, the GCP developed and promoted widely adopted FLR tools, publications, and learning resources, facilitating the spread of best practices across TRI countries. The dissemination of seven FLR tool packages, the Unasylva 252 publication, and the Mapping Together guide provided essential



guidance for national child projects and stakeholders. Additionally, webinars, e-learning courses, and CoPs played a vital role in knowledge-sharing, with some e-learning courses ranking among FAO's most-engaged, demonstrating their broader impact beyond TRI. While the development and utilization of tools such as STAR and ROAM, have led to more data-driven FLR planning, implementation, and monitoring. The GCP also fostered an enabling environment for FLR through engagement with decision-makers and enhancing FLR knowledge. The development of PIPs, targeted training sessions, and knowledge-sharing initiatives strengthened national and sub-national FLR commitments. Case studies and outreach efforts further enhanced FLR advocacy, increasing its visibility and integration into policy frameworks. In addition, the GCP produced a range of communications products—including field videos, digital stories, and campaign materials—during the 2023 and 2024 communications campaign, which helped capture on-the-ground impact and significantly raised the visibility of TRI. These materials were widely disseminated via the TRI website and other online platforms such as YouTube, Facebook, X and LinkedIn, aimed at increased engagement and awareness among global stakeholders. Finally, the GCP worked towards enhancing FLR finance by strengthening financial literacy and technical capacity among TRI country teams. Through targeted training on financial mechanisms, business models, and investment strategies. These efforts facilitated stronger partnerships, expanded access to financial resources, and increased investment readiness, ensuring long-term financial sustainability for FLR efforts.

1.7.Sustainability

KEQ 14: What is the likelihood that results will be useful or persist after the end of the project? What efforts are being made by the Global Child project to ensure sustainability of TRI results in the long term?

The GCP's investment in capacity building is one of its most sustainable aspects. The creation of FLR tools, e-learning courses, and multilingual knowledge products provides a strong foundation for continued capacity-building beyond the project's completion. Digital platforms such as the TRI Dgroup, the FLRM Knowledge Base, and the CoPs have engaged thousands of stakeholders, further embedding knowledge-sharing in FLR networks. These elements are likely to persist due to their wide reach and integration with existing FAO, UNEP, and IUCN frameworks, ensuring ongoing accessibility to knowledge resources.

The Programme also provided structured training on FLR monitoring tools, biodiversity assessments, and CO₂ tracking, enhancing the technical expertise of national teams. This knowledge transfer, particularly through FAO's training on emission measurement tools and IUCN's introduction of the STAR metric, has strengthened in-country capabilities for long-term monitoring. Similarly, the GCP's financial literacy and investment readiness initiatives have built capacity among TRI countries to engage with restoration finance independently.

Another sustainable outcome is the institutionalization of monitoring tools such as STAR and TerraView. These tools were integrated into national monitoring frameworks in several countries, including Kenya, Cameroon, and the CAR. The STAR metric's recognition as a global tool for biodiversity-inclusive restoration planning further reinforces its sustainability beyond TRI countries.

Additionally, capacity-building efforts for policymakers through technical training, financial planning workshops, and governance impact assessments have laid a foundation for continued learning and informed decision-making at the country level. The introduction of GI for forestry products also



reinforces legal and economic sustainability, as these mechanisms can drive local investment and enhance the financial viability of FLR-linked value chains.

The use of digital knowledge-sharing platforms such as the FLRM Knowledge Base and FERM platform adds to sustainability by making restoration knowledge accessible. These repositories provide ongoing access to training materials, best practices, and case studies, ensuring that the information remains available beyond the project's lifecycle.

The GCP also ensured policy alignment with global initiatives, contributing to sustainability. By working with international frameworks such as the UN Decade on Ecosystem Restoration, the Bonn Challenge, and the CBD, the project positioned its methodologies and approaches within broader global commitments. This alignment increases the likelihood that TRI countries will continue using these tools and frameworks as part of their national environmental policies. Additionally, the GCP's integration with international funding frameworks, such as the UN Decade on Ecosystem Restoration's MPTF and the Great Green Wall initiative, ensures that FLR investments continue to benefit from global financial mechanisms. This linkage provides a strong foundation for sustained financial support. The project's partnerships with institutions such as the EU REDD Facility have also contributed to the sustainability of its financial tracking and monitoring frameworks.

The evaluation survey identified several key factors crucial for the long-term sustainability of the GCP's outcomes. Strong local community engagement emerged as the most critical factor, selected by 88.57% of respondents, underscoring its vital role in sustaining restoration efforts. Continued funding for FLR activities was also deemed essential, with 85.71% emphasizing the need for financial support to maintain progress. Additionally, effective knowledge sharing and capacity building were highlighted by 80%, reflecting the importance of ongoing learning and exchange to reinforce best practices. Supportive policies and regulations were recognized by 71.43% as significant contributors to long-term sustainability. A smaller proportion (14.29%) selected "Other" as an additional factor.

Several risks could impact the long-term sustainability of the GCP's outcomes. First, financial sustainability remains a key challenge. Without securing funding sources for continued capacity-building and peer-learning initiatives, the momentum built through TRI could diminish. Similarly, while the GCP provided initial funding for tool development and training, many TRI countries lacked dedicated budgets to sustain and expand monitoring activities.

Gaps between policy formulation and implementation also present a significant challenge to the long-term sustainability of the GCP's outcomes. Many TRI countries struggle with insufficient financial incentives, weak enforcement mechanisms, and a lack of clear implementation roadmaps for FLR policies. Without dedicated national budgets or strong institutional frameworks, these policies risk remaining aspirational rather than actionable.

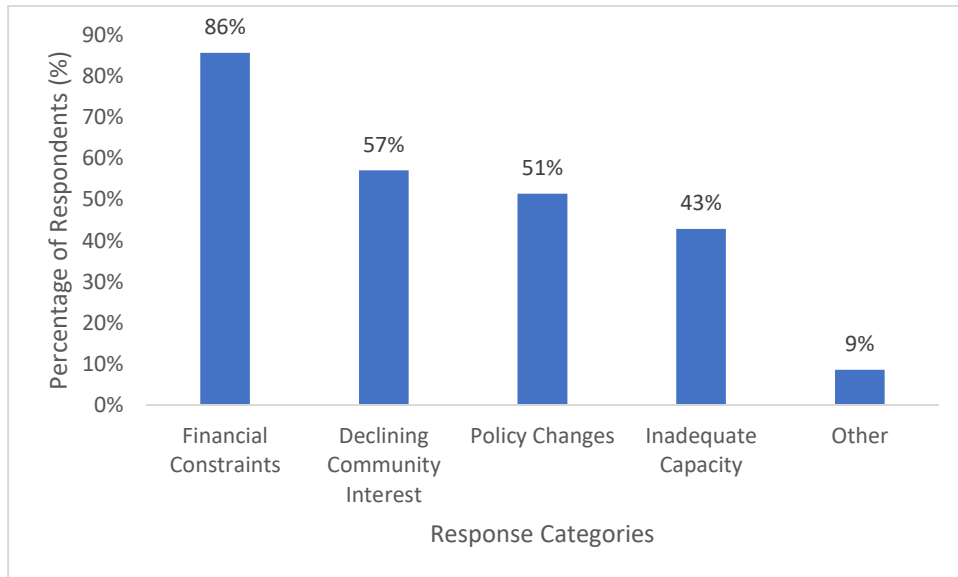
Furthermore, while the project has successfully developed and disseminated e-learning courses and knowledge platforms, their uptake remains uneven. The limited availability of FLR materials in Portuguese, combined with infrastructure constraints such as weak internet connectivity and digital literacy gaps, could limit the long-term usability of these resources in certain regions. Moreover, while the project has made progress in building investment readiness, it has struggled to establish linkages between FLR initiatives and large-scale impact investment funds.

The Evaluation survey identified financial constraints as the most significant threat to the long-term sustainability of the GCP's outcomes, with 86% of respondents citing a lack of funding as a major risk



as depicted in figure 25. Another key concern was declining community interest, highlighted by 57% of respondents, underscoring the need for ongoing local engagement. Policy changes were also seen as a potential challenge by 51% of respondents, emphasizing the importance of stable and supportive governance. Additionally, 43% pointed to inadequate capacity as a barrier to maintaining project momentum. A smaller proportion (9%) selected "Other."³⁴

Figure 25: Evaluation Survey Findings on threat to long-term sustainability (n=35)



KEQ 15: Are there any financial, institutional, environmental, social, or political risks that have arisen that were not previously foreseen? If so, were these risks properly managed?

The following paras provide an assessment of the financial, socio-political, institutional and governance, and environmental risks to the sustainability of GCP outcomes:

1.7.1. Financial Risks

The potential sustainability of the GCP outcomes due to financial risks is moderately unlikely.

- **Limited Direct Funding for Continuation of GCP Functions:** The GCP was largely dependent on GEF funding to support its global coordination role, capacity-building efforts, and knowledge-sharing platforms. With no dedicated post-programme funding, there is a risk that key support structures, such as the TRI web portal, learning exchanges, and coordination support to national projects, will phase out.
- **Dependency on IAs for Follow-Up Support:** The continued provision of technical assistance to national child projects will depend on whether FAO, IUCN, and UNEP allocate resources beyond the TRI timeframe.

1.7.2. Socio-Political Risks

The potential sustainability of the GCP outcomes due to socio-political risks is moderately likely.

- **Government Engagement and Ownership:** While the GCP successfully supported national child projects in policy development, its ability to enforce or influence national-level FLR policy

³⁴ Based on a survey of n = 35 respondents.



implementation is limited. Some policies developed under the Programme still await approval due to political shifts, bureaucratic delays, or limited governmental capacity.

- **Cross-Country Collaboration May Weaken Over Time:** The GCP facilitated global and regional partnerships, including South-South exchanges and knowledge-sharing forums. While all NCPs were invited to join the global CoP on FLR, which remains active post-project to enable ongoing exchange, its long-term effectiveness will depend on continued engagement by country teams and coordination support.

1.7.3. Institutional Framework and Governance Risks

The potential sustainability of the GCP outcomes due to institutional framework and governance risks is moderately likely.

Uncertainty Regarding Long-Term Governance of GCP Functions: The GCP served as a coordination hub, guiding policy engagement, technical support, and MEL for national child projects. However, without a dedicated post-TRI governance structure, the three IAs are still exploring approaches of sustaining coordination efforts on FLR as a natural continuation of TRI Programme.

1.7.4. Environmental Risks

The potential sustainability of the GCP outcomes due to environmental risks is moderately likely.

- **Climate Change Impacts on Restoration Outcomes:** While the GCP provided technical guidance and policy support, the success of restoration initiatives depends on external environmental factors such as climate variability, extreme weather events, and long-term ecosystem resilience.
- **Variability in National Environmental Governance:** Countries with strong environmental governance structures (e.g., China, Kenya ASAL) are more likely to sustain restoration efforts, while those facing governance challenges (e.g., CAR, DRC) may struggle with long-term restoration management.

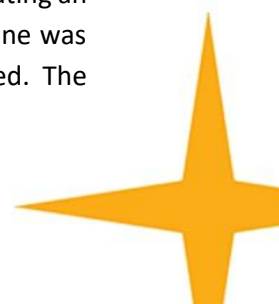
Overall, the likelihood of sustainability for the GCP is moderately likely, with strong policy foundations, technical guidance, and knowledge-sharing systems established. However, financial risks pose significant challenges.

1.8. Cross Cutting Themes and alignment with GEF Policies

1.8.1. Monitoring and Evaluation

KEQ 4.3: How effective has the Global Child Project been in facilitating synergies and coordination by providing support to systematic monitoring, reporting, and assessment of the TRI Programme? Are the MEL framework and related tools developed by the Global Child Project adequate and effective?

The GCP played a crucial role in enhancing synergies and coordination across the TRI countries, particularly through the development and refinement of a robust M&E system. Over the years, the GCP systematically strengthened monitoring, reporting, and assessment processes, demonstrating an evolving and responsive approach to data collection and Programme tracking. A key milestone was the establishment of a Programme-level M&E framework that was progressively improved. The



introduction of nine harmonized CIs in 2020 set the foundation for standardized reporting across national child projects. Initial challenges, particularly related to tracking finance, policy influencing work, and areas under restoration, were gradually addressed, leading to an increasingly structured reporting mechanism.

In addition to supporting the TRI Programme's MEL framework, the GCP consistently tracked and reported against its own results framework, as reflected in the PIRs submitted annually to the GEF from 2019 to 2024. The IAs worked collaboratively to ensure timely submission of these reports, which were reviewed and approved by the PSC and included detailed ratings and progress assessments across outcomes and outputs. The GCP framework tracked a distinct set of outcome and output indicators focused on coordination, knowledge sharing, finance, and policy engagement, separate from the Programme's core indicators.

Following the MTR, the results framework was revised to reflect implementation realities and evolving priorities. These adjustments sharpened the focus of several indicators and aligned targets more closely with actual delivery. According to the PIRs, the updated framework was implemented in full. In parallel, adaptive management measures were introduced, including budget reallocations, revised reporting frequency to the PAC, and adjustments to the Value for Money studies, each successfully documented and executed.

The refinement of the Theory of Change, improved tracking templates, and the standardization of reporting requirements significantly enhanced monitoring effectiveness by 2021. Notably, the MTR in 2022 identified critical gaps, prompting the GCP to introduce further refinements, such as a harmonized reporting framework, comprehensive training for national projects, and biannual review mechanisms. These updates were not only shared with national teams but also applied internally to improve the GCP's own results framework and reporting practices, as reflected in the subsequent PIRs.

One of the GCP's most notable achievements was ensuring that all national child projects had access to relevant M&E tools and methodologies. The integration of systems like OpenForis for baseline data collection and the Restoration Barometer to track FLR progress improved data consistency. Country-level initiatives, such as tailored MEL plan reviews in Cameroon and reporting surveys across projects, provided targeted support. However, reporting inconsistencies remained, particularly regarding CIs 4, 7, and 8, requiring further methodological revisions and support. Despite these challenges, an estimated 80% of the reporting targets were met, demonstrating substantial progress in facilitating systematic monitoring.

Another critical achievement was the timely submission of project reports to key governing bodies such as the PSC and PAC. While the first consolidated PPR was finalized in 2020, delays caused by the COVID-19 pandemic initially slowed submissions. However, reporting efficiency improved significantly, with 47 PIRs and three PPRs produced by 2023. Despite these improvements, data quality issues persisted in some national child projects due to capacity constraints, highlighting the need for further technical support. The structured execution of midterm evaluations contributed to the Programme's effectiveness. A standardized Terms of Reference (ToR) for MTRs was developed in 2021, ensuring uniformity across projects. Six national MTRs (Pakistan, China, Kenya, STP, DRC, and CAR) provided critical insights into project-level effectiveness, while the GCP's own MTR in 2022 led to strategic recommendations that were fully implemented by 2023. However, tracking measurable progress on FLR commitments faced financial constraints, limiting the achievement of targets. The Restoration Barometer was introduced to assess national-level progress, with countries like Cameroon



and Pakistan integrating it into their monitoring systems. While rapid assessments were conducted for additional national child projects, budget limitations in 2024 hindered full integration, resulting in only 60% of the intended target being met.

Despite these successes, several challenges constrained the GCP's full effectiveness. Financial limitations restricted its ability to provide customized, country-specific M&E support, particularly in tailored capacity-building efforts. While global webinars and knowledge-sharing initiatives were beneficial, many national child projects required direct technical support that the GCP could not fully provide due to resource constraints. The shift to virtual engagement during the COVID-19 pandemic, though effective, was not a complete substitute for in-person technical training and field visits. Language barriers further complicated implementation, especially in Portuguese-speaking countries like Sao Tome and Guinea-Bissau, where most materials were only available in English or French.

Overall, the GCP was highly effective in strengthening systematic monitoring, reporting, and assessment within the TRI Programme. Its structured approach to refining the M&E system, harmonizing reporting frameworks, and facilitating knowledge exchange contributed significantly to Programme coordination. In parallel, the GCP maintained consistent reporting against its own results framework, implementing necessary revisions and adaptive measures following the MTR. However, limitations in financial resources, capacity-building support, and language accessibility prevented the full realization of its objectives.

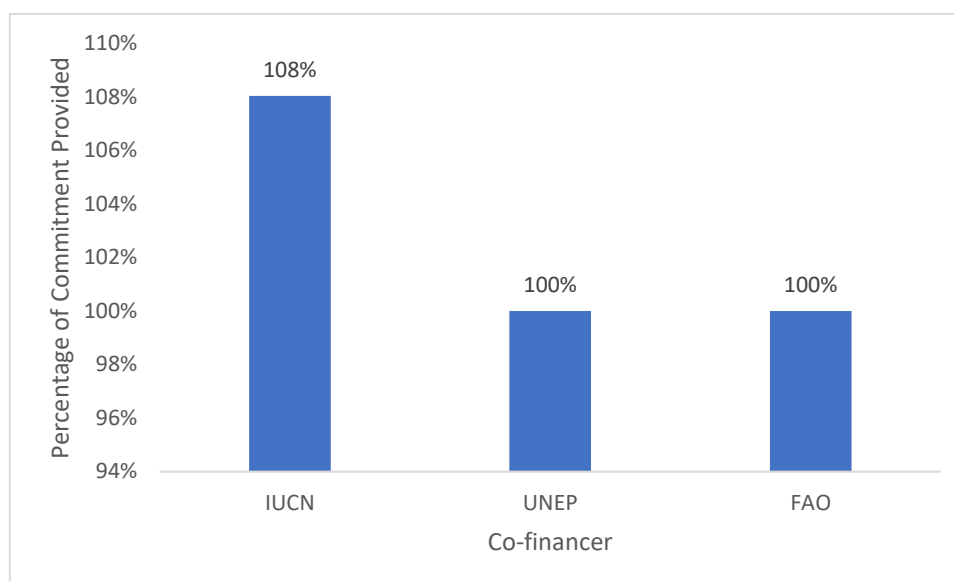
1.8.2. Materialization of Co-financing

KEQ 16: What types of co-financing (grants, loans, equity, in-kind) were mobilized by the Global Child Project?

The GCP mobilized co-financing solely in the form of grants and in-kind contributions. The total co-financing committed amounted to USD 3.9 million, and this was fully disbursed by the end of implementation. IUCN provided USD 1.95 million against a commitment of USD 1.9 million, exceeding its pledge by 8%. UNEP and FAO each delivered their full commitments of USD 1.2 million and USD 750,000 respectively. This demonstrated strong financial delivery against the co-finance targets and ensured the availability of complementary resources to support the GCP's mandate. A comparative overview of the committed versus actual disbursed amounts by each co-financing partner is presented in figure 26.



Figure 26: Percentage of Co-financing Commitments Provided by IAs



The co-financing mobilization was primarily composed of staff time, technical advisory services, and contributions to project-related outputs and activities. These in-kind contributions played a central role in supporting coordination, knowledge generation, and capacity-building across the programme. The financial grants were used to support core areas such as programme management, communications, monitoring and evaluation, training activities, and the development of technical and learning tools.

1.8.3. Environmental and Social Safeguards

KEQ 17: Were appropriate environmental and social safeguards integrated into the project's design and implementation?

The GCP adhered to GEF's environmental and social safeguards policies within the parameters of its low-risk classification, met the minimum safeguards requirements set by GEF, and no violations were reported. As the Project was classified as low risk during the ESMS screening at project inception. Consequently, a detailed Environmental and Social Management Plan (ESMP) was not required, and the project design did not include explicit mitigation and management measures for potential environmental and social risks. The project's primary focus on FLR, knowledge sharing, and policy support, which generally yield positive environmental and social outcomes, was a key factor in this classification.

While the project's objectives aligned with positive environmental and social benefits, the project design and reporting lacked evidence of a comprehensive safeguards assessment. This absence meant that key safeguards themes, such as gender considerations, the inclusion of vulnerable and marginalized groups, Indigenous peoples' rights, biodiversity conservation, and climate resilience, were not systematically integrated as risk mitigation components. However, given the nature of the GCP, there was very limited direct engagement with marginalized groups, Indigenous Peoples, or other affected communities. Nevertheless, these themes were implicitly reflected in project activities.

Additionally, the project design did not incorporate a structured environmental and social risk monitoring system, which could have enabled proactive tracking of emerging issues. While the low-



risk classification justified the absence of a detailed ESMP, integrating a basic monitoring framework could have strengthened safeguards integration and ensured continuous risk assessment throughout implementation.

However, no significant unforeseen environmental or social risks emerged during the implementation of the GCP. The project reporting consistently maintained a low-risk status, and no new or escalating risks requiring mitigation were reported. The project's nature, focused on policy engagement, knowledge sharing, and capacity building rather than direct on-the-ground interventions, minimized the likelihood of encountering environmental or social risks.

Unlike TRI national child projects, which faced land tenure challenges, biodiversity disturbances, and climate-related constraints, the GCP did not engage in activities that could directly contribute to such risks. As a result, land-related conflicts, environmental degradation, or social grievances were not reported under the GCP.

In conclusion, the GCP design lacked explicit mitigation measures due to its low-risk classification, though its focus aligned with positive environmental and social outcomes. No significant unforeseen risks emerged, and its nature minimized potential challenges. While the project adhered to GEF's safeguards policies, the absence of structured tracking limited documentation of compliance beyond initial risk classification.

1.8.4. Gender

KEQ 18.1: Did the project promote gender-equitable participation and benefits? i.e., were project activities designed to include gender participation.

The Evaluation found that the GCP promoted gender equality and addressed gender concerns, albeit with varying levels of integration across components and national contexts. Despite being included in the Project design, a Gender Action Plan (GAP), which was intended to be developed based on the findings of gender analysis, was not developed. Nevertheless, gender considerations were embedded in the implementation of certain activities.

Specifically, capacity-building efforts targeted gender concepts to enhance the understanding and integration of gender-related issues among national child project teams and stakeholders. For instance, training sessions and webinars were organized on topics such as gender-responsive FLR, integrating gender into monitoring and evaluation, and addressing gender-specific challenges in accessing finance. Among the most notable efforts were a dedicated gender session during the 2019 workshop in Rome and training programs on FLR finance that included gender-specific content. The ELTI online learning course further reinforced these efforts by integrating gender considerations into its curriculum, equipping participants with knowledge on how to incorporate gender responsiveness in FLR implementation.

The Restoration Factory also introduced a gender balance criterion to ensure access for women entrepreneurs and businesses led by women; and achieved a 40 percent participation rate for women entrepreneurs in the first cohort and 50 percent in the second cohort. The Project also facilitated gender-focused discussions within its CoPs, ensuring that gender equity remained a cross-cutting theme in knowledge-sharing platforms.



KEQ 18.2: Was gender-disaggregated data collected and reported on project beneficiaries?

The collection and reporting of gender-disaggregated data within the national child projects were inconsistent and presented a challenge throughout the project's lifecycle. The project's initial M&E framework lacked specific gender-sensitive indicators and did not emphasize collecting sex-disaggregated data. While the revised M&E framework aimed to address this gap, actual data collection and reporting remained inconsistent. Given the GCP's focus on national-level executing partners and institutional stakeholders, there were inherent limitations in tracking gender-related outcomes at the community level.

The Restoration Factory was one of the few project components that collected gender-disaggregated data, ensuring gender balance in its selection criteria and tracking progress toward achieving a 50 percent female participation rate. The project also facilitated the collection of sex-disaggregated data in specific activities, such as surveys conducted for CoPs, which included gender-related questions.

In conclusion, while training and capacity-building efforts provided critical support for gender mainstreaming, the absence of a structured GAP and a formal gender analysis limited the project's ability to systematically address gender gaps. Ultimately, while the project made some efforts to integrate gender considerations, gaps in data collection and monitoring limited the ability to comprehensively assess its contributions to gender equity.



2. Lessons Learned, Conclusions and Recommendations

2.1. Lessons Learned

The evaluation of the GCP yielded the following lessons:

1. A **centralized, programmatic approach** can result in economies of scale and enhance national project implementation by providing technical guidance, harmonized M&E frameworks, and global visibility. However, to ensure alignment between global Programme design and national realities, resource allocation needs to be in line with country-level needs and expectations.
2. The integration of a support facility like the GCP in an integrated programme can support technical backstopping and capacity building, promote learning synergies, and knowledge dissemination in a resource efficient manner, while also facilitating coherence across various child projects. However, the lack of a dedicated funding mechanism for GCP's technical services to national child projects created dependency on ad hoc arrangements and goodwill.
3. GCPs support to **standardized CIs** can improve monitoring consistency, but differences in interpretation, capacity constraints, and limited resources at the national level hindered full adoption.
4. Flexibility and **adaptive management** are essential for large programs, including flexible implementation approaches and adequate availability of financial resources to meet emerging needs.
5. The effectiveness of **policy support** to countries is often constrained by weak institutional capacity, political turnover, and funding gaps.
6. Businesses operating in the FLR sector are **financially vulnerable and** considered **high-risk investments** by potential funders and require ongoing **capacity-building support in business development, investment readiness training, access to blended finance mechanisms, and stronger integration with impact investors and green finance institutions.**
7. **South-South** learning is highly valued, especially among countries with similar contexts; but requires significant resources.
8. Long-term **sustainability** depends on continued funding, institutional capacity-building, community ownership, and private sector engagement

2.2. Conclusions

The Global Child Project (GCP) played a pivotal role in providing coordination, strategic oversight, knowledge generation, capacity development, and technical support to the TRI Programme. Across its four main service areas, the GCP made notable contributions toward achieving most of its intended outcomes, though certain limitations constrained its full potential.

Outcome Area 1: The GCP effectively established a collaborative and adaptive management framework (1.1), evidenced by the successful facilitation of the annual Programme Advisory Committee (PAC) meetings, joint planning sessions, and responsive support during major disruptions like the COVID-19 pandemic. It also developed a harmonized M&E system based on nine Core Indicators (1.2), which helped standardize reporting and allowed for aggregated monitoring of programmatic progress. However, challenges in interpretation by national child projects and uneven adoption across countries hampered full realization of benefits.



Outcome Area 2: The GCP significantly contributed to strengthening the global FLR knowledge base. Through the development of toolkits such as the Restoration Barometer, the STAR metric, and the ROAM methodology (2.1), the GCP enhanced actionable knowledge for national and local stakeholders. It also enabled substantial knowledge dissemination via in-person events (2.2), virtual platforms including webinars and workshops (2.3), and learning journeys. The GCP further facilitated the collection and sharing of national experiences and lessons learned (2.4) and contributed to global dialogues under initiatives such as the UN Decade on Ecosystem Restoration (2.5). However, the reach and effectiveness of these efforts were sometimes limited by language barriers, digital infrastructure gaps, and inconsistent engagement from national projects.

Outcome Area 3: The GCP introduced the Restoration Factory to strengthen capacities for bankable project development and financial literacy (3.1). These efforts improved the country's understanding of FLR financing needs and opportunities. Nevertheless, weak private sector engagement and the absence of a structured financing strategy meant that few countries were able to secure substantial finance beyond traditional donor and public sector sources (3.2). The potential for leveraging carbon markets, PES mechanisms, and impact investment remains underdeveloped.

Outcome Area 4: The GCP provided technical assistance for policy development and landscape-level planning, contributing to an improved enabling environment in several countries (4.1). This included support for FLR strategies, intersectoral coordination platforms, and restoration action plans. It also supported the use of biodiversity assessment tools, although capacity to apply and sustain these tools varied significantly by country (4.2). The lack of dedicated resources for long-term policy engagement and weak institutional capacity in some NCPs affected sustained adoption of these frameworks.

In terms of **adaptive management**, the GCP demonstrated significant flexibility in responding to challenges such as COVID-19 and shifting reporting requirements, but delays in project start times, administrative bottlenecks, and staggered implementation timelines affected overall efficiency. Furthermore, **limited funding** often prevented the GCP from responding to emerging national child project needs and hands on assistance. While **gender** considerations were embedded in project design, the absence of a structured Gender Action Plan and inconsistent data collection limited the ability to fully measure gender impacts.

Overall, the GCP served as a valuable backbone for the TRI Programme by ensuring coherence across child projects, promoting cross-country learning, and raising the visibility of FLR globally. Yet, to optimize such a coordination mechanism in future global programs, there is a need for more flexible funding, more extensive support for financial mobilization, and stronger mechanisms for gender mainstreaming, and private sector engagement.

The table below provides an assessment of the GCP's ratings in line with GEF evaluation criteria³⁵:

³⁵ Guidelines for Conducting Terminal Evaluations of Full-Sized Projects – GEF IEO; October 2023



Table 8: Evaluation Ratings – GCP

Evaluation Criteria	Ratings
Relevance	Satisfactory
Coherence	Moderately Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Outcome Rating ³⁶	Satisfactory
Sustainability	Moderately Likely
Project Implementation	Satisfactory
Project Execution	Satisfactory
Project M&E (Design)	Satisfactory
Project M&E (Implementation)	Moderately Satisfactory

2.3. Recommendations

The recommendations below are tailored to inform the design of future GCPs, ensuring improved efficiency, effectiveness, sustainability, and impact. They are categorized into Programme Design; Private Sector Engagement and Financial Mobilization; Monitoring, Evaluation, and Learning; Knowledge Sharing and Capacity Building; and Gender Integration.

2.3.1. Programme Design

To ensure more effective support from a GCP to the Programme, future initiatives should consider the following elements in their design:

- **Strengthen adaptive management mechanisms** with more flexible funding allocations and contingency planning for unforeseen needs for technical assistance and support by countries, while ensuring alignment with GEF requirements and potential constraints.
- **Increase direct funding for core technical roles (M&E, policy, finance, and communications)** to reduce reliance on co-financing and staffing shortages.

2.3.2. Private Sector Engagement & Financial Mobilization

To reduce the negative impact of large business activity on FLR as well as to leverage private sector resources, future projects should provide support to child projects as follows:

- **Develop structured private sector engagement guidelines** that build on private sector CSR initiatives or focus on sustainable value chains.
- **Strengthen Access to Finance Through Local Financial Institutions and Investment Readiness:** The evaluation confirmed a persistent gap between local FLR developers and large-scale financial institutions, due to differences in risk appetite, deal size, and return expectations. Future programmes should focus on engaging micro- and meso-level financial institutions to provide accessible, context-appropriate financing. In parallel, support should be directed toward building investment readiness to gradually enable engagement with impact investors and development banks.

³⁶ The outcome rating is derived from the aggregated assessment of the criteria listed above, following standard GEF evaluation methodology



- **Scale up financial incubation programs like the Restoration Factory** and expand outreach to private-sector investors.
- **Support the development of formal linkages with future GEF programs** and projects also need to be established to ensure continuity of technical assistance.

2.3.3. Knowledge Sharing & Capacity Building

To further enhance its work in FLR knowledge sharing and capacity building, future projects should:

- **Expand South-South cooperation and exchange programs** with dedicated funding for peer-learning and country-to-country technical support.
- **Improve accessibility of knowledge products by expanding multilingual translations** and ensuring materials are available in Portuguese, French, and other relevant languages.

2.3.4. Gender Mainstreaming

To duly prioritize the role of women in FLR, projects must:

- **Develop a structured Gender Action Plan** at both the Programme and project levels to ensure consistent tracking of gender-disaggregated data.
- **Increase participation of women in FLR-related decision-making** through leadership training and targeted capacity-building programs.
- **Ensure gender-sensitive design of financial mechanisms** to improve women's access to FLR funding and entrepreneurial opportunities.



Annexes

Annex 1: Evaluation ToRs

Since the Evaluation ToRs are provided in PDF format and copying them into the evaluation report affects the formatting, we are sharing a OneDrive link for access to the Evaluation ToRs below.

[1 tri-programme-and-global-child-final-evaluation-final-tor.pdf](#)



Annex 2: Ethical Standards and Considerations

The Evaluation was conducted in accordance with the ethical standards of GEF and IUCN. The following considerations were initially outlined in the Evaluation Inception Report and were upheld throughout the evaluation process:

Ethical Considerations and Guidelines	
Respect for Participants	All stakeholders, including IUCN, FAO, UNEP staff, Implementing Partners, and other interviewees, will be treated with respect and courtesy. Informed consent will be obtained before conducting interviews, and participants will be assured of confidentiality.
Gender Considerations	The Evaluation will be gender-responsive, ensuring that perspectives and experiences of both men and women are equally represented and considered throughout the Evaluation process.
Inclusivity	The Evaluation will incorporate diverse perspectives by engaging with a wide range of stakeholders, ensuring that voices from different levels and roles within IUCN, FAO, UNEP, IPs, and other partners are heard.
Cultural Sensitivity	The Evaluation Team will demonstrate cultural sensitivity during field visits and interviews, recognizing and respecting the cultural nuances and diversity of the regions and communities involved. Efforts will be made to ensure that the Evaluation process is culturally appropriate and inclusive.
Data Confidentiality	Data collected, including responses from interviews and surveys, will be treated with utmost confidentiality. Personal information will be anonymized in reports and presentations, and efforts will be made to ensure that individuals cannot be identified through the dissemination of findings.
Triangulation	To enhance the validity of findings, the Evaluation will employ triangulation by cross-referencing information collected through different methods, including desk review, interviews, surveys, and field visits. This approach aims to ensure the reliability and accuracy of the data.
Methodological Rigor	The Evaluation Team will develop a detailed methodological framework, aligning with IUCN standards, to guide the implementation of the Evaluation. The framework will emphasize transparency, consistency, and rigor in data collection and analysis.
Transparency in Information Sharing	Participants will be provided with clear and comprehensive information about the purpose, objectives, and potential outcomes of the Evaluation. This transparency is essential for informed decision-making and obtaining genuine consent.
Right to Withdraw	Participants will be informed of their right to withdraw from the Evaluation at any stage without facing adverse consequences. This ensures that individuals can freely choose their level of involvement in the Evaluation process.
Community Participation	Communities and local stakeholders will be actively engaged throughout the Evaluation process. Their insights will be sought during data collection, ensuring their perspectives are adequately represented in the Evaluation findings.



Ethical Considerations and Guidelines	
Feedback Mechanism	A feedback mechanism will be established to allow participants to provide comments or corrections to the Evaluation findings. This ensures an ongoing dialogue and promotes accountability in the Evaluation process.
Independence of the Evaluation Team	The Evaluation Team will operate independently from IUCN, FAO, UNEP and other stakeholders involved in the partnership. This independence is crucial for impartiality and unbiased assessment of the Independent Final Evaluation of TRI Global Child Project and TRI Programme.
Conflict of Interest Disclosure	Any potential conflicts of interest among the Evaluation Team members will be disclosed transparently. Steps will be taken to mitigate or manage conflicts to maintain the integrity of the Evaluation.
Adaptive Approach	The Evaluation will adopt an adaptive approach, allowing for flexibility in methods and strategies based on ongoing learning. This ensures that the Evaluation remains responsive to emerging insights and unexpected challenges.



Annex 3: Data Collection Tools

KII SHEET

TRI PROGRAMME EVALUATION

IMPLEMENTING AGENCY - IUCN

Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



TRI Programme

Background

1. How did IUCN's prior experience in similar projects or programmes contribute to its involvement in the TRI initiative? e.g. lessons from past FLR, sustainable agriculture, and food security projects.
2. What were the key motivations for IUCN to participate in the TRI Programme?
3. What are IUCN's specific roles and responsibilities within the overall TRI Programme?

Project Design

4. What was IUCN's specific role and contribution in the design phase of the TRI Programme?
5. How did IUCN's expertise and mandate influence the design and objectives of the TRI Programme?
6. Were there any specific challenges encountered by IUCN during the design phase of the TRI Programme? If so, how were these addressed?
7. What were the key strengths and weaknesses of the design of the TRI Programme from IUCN's perspective?

Relevance

8. Did IUCN's expertise and mandate influence the identification and selection of the national child projects it leads?
9. How did IUCN contribute to ensuring the relevance of the TRI Programme to IUCN's strategic objectives and the environmental, agricultural, and development priorities of the participating countries?
10. Were there any specific instances where IUCN adapted the design of its components or the national child projects it leads to maintain their relevance in response to evolving needs or challenges during the project lifecycle? If yes, please elaborate.

Coherence

11. Were there any specific design elements incorporated by IUCN to promote synergies and avoid duplication of efforts between its components, the national child projects, and other ongoing initiatives or projects?
12. How did IUCN's involvement contribute to the alignment of the TRI Programme with the broader context of global FLR and SLM initiatives and international environmental priorities such as Bonn Challenge, CBD Aichi Targets, UNFCCC, UNCCD?

Effectiveness

13. Is IUCN represented in any of the Programme level governing bodies, such as the Programme PAC? If yes, how frequent is IUCN's participation in the PAC?
14. How did IUCN's involvement in these governing bodies influence decision-making and project implementation?
15. To what extent has IUCN succeeded in achieving progress on the core GEF indicators in its TRI partner countries?
16. What are some of the key factors that influenced the progress of the TRI Programme? Please elaborate vis-à-vis the following:
 - a. Internal factors (e.g., Quality of project design, clarity of objectives, adequacy of resources, and effectiveness of project management)
 - b. External factors (changes in policy or regulatory frameworks, economic fluctuations, social unrest, natural disasters, and the impact of the COVID-19 pandemic)
17. Did IUCN face any unexpected changes or deviations from the original plan due to the factors listed above? How did IUCN manage these changes?



18. How effective has been the role of IUCN in mitigating Programme implementation challenges described above.
19. How effective has been IUCN's role in contributing to the overall TRI Programme outcomes. Please elaborate with relevant examples. (e.g., technical backstopping, financial management, knowledge management, advocacy, institutional capacity building, fund mobilization, etc.)

Efficiency

20. Did IUCN have sufficient financial and human resources to achieve the overall project outputs and outcomes? Please elaborate.
21. If not, did the lack thereof affect the overall progress of the TRI Programme?
22. How did IUCN address these challenges, and were the steps taken sufficient to improve the efficiency of project implementation?
23. To what extent were the TRI Programme activities delivered on time and according to the planned timeline in the Project Document and the AWP's?
24. If there were delays, what factors were responsible, and how did these delays affect the IUCN's ability to support the national projects? Please elaborate on any cascading effects or challenges faced by the project due to these delays.
25. To what extent did IUCN receive support from the donor, IAs (UNEP, FAO) and governing bodies in responding to these challenges? Please elaborate with salient examples.
26. Considering the current progress and any outstanding activities, is the TRI Programme realistically able to achieve its remaining objectives within the outstanding timeframe?
27. If yes, what factors or strategies will facilitate the successful completion of these activities?
28. If not, what potential reasons could further delay the Programme's progress? How much additional time beyond the planned closing date is likely needed, and what adjustments or support would be required to ensure completion?

Partnerships and Coordination

29. How did IUCN establish and maintain effective partnerships and coordination mechanisms with other IAs and stakeholders throughout the project implementation?
30. What were the key challenges faced in coordinating activities and sharing information with other IAs and stakeholders?
31. How did IUCN ensure that its activities complemented and synergized with the efforts of other IAs and stakeholders?
32. Were there any instances where IUCN's partnerships or coordination efforts led to increased efficiency or improved outcomes? e.g., joint initiatives with FAO or UNEP that led to more effective FLR practices.

Donor Coordination

33. How did IUCN engage and coordinate with the donor, and governing bodies including the PAC, Global Child PSC, National PSCs supporting the TRI Programme? e.g., reporting on progress, participating in donor meetings, etc.
34. Were there any challenges in coordinating with the donor and other key stakeholders. If so, how were these addressed? e.g., aligning reporting requirements with different donor expectations, etc.
35. Did IUCN's coordination efforts with the IAs (FAO, UNEP) and the donor contribute to the overall effectiveness and efficiency of the TRI Programme? Please elaborate with salient examples.



Impact

36. What evidence demonstrates the impact of IUCN's contributions to the TRI Programme on the ground?
 - a. Ecosystem's health in targeted landscapes
 - b. Socio-economic development of the targeted national child projects? (e.g., improved livelihoods, poverty alleviations, access to resources)
37. How did IUCN's activities contribute to the achievement of the TRI Programme's global environmental and development objectives, particularly in terms of land restoration, carbon sequestration, and ecosystem services?
38. Were there any unexpected or unintended impacts (positive or negative) resulting from IUCN's involvement in the TRI Programme (e.g., ecosystem health or vulnerable groups (women, marginalized communities, indigenous people, etc.)? Please elaborate.
39. Has there been interest from IUCN or other agencies in developing programs similar to the TRI initiative?

Sustainability

40. Are the TRI Programme interventions sustainable?
41. What strategies did IUCN implement to ensure the sustainability of the outcomes and benefits achieved through the national child projects it leads?
42. Did IUCN identify any potential risks or challenges to the sustainability of the project's results? If so, how were these risks mitigated or managed?

Monitoring & Evaluation

43. How did IUCN contribute to the development and implementation of the TRI Programme's M&E system?
44. What specific M&E tools or methodologies were utilized by IUCN to track progress and assess the effectiveness of its activities within the TRI Programme?
45. How did IUCN ensure data quality and accuracy in its M&E efforts?
46. What were some of the challenges faced in monitoring and reporting in general, and specifically in reporting against the CIs?

Programme Co-Financing

47. What were the primary sources and types of co-financing leveraged by the TRI Programme e.g., grants, loans, in-kind contributions, etc.?
48. Did the co-financing mobilized align with the initial projections outlined in the Programme design? If there were discrepancies, what were the reasons for any shortfalls or excesses?

Fiduciary Standards

49. How did IUCN ensure the proper and transparent use of funds for the TRI Programme?
50. What financial management practices and oversight mechanisms were employed by IUCN to ensure accountability and compliance with fiduciary standards?

Gender & ESS

51. How did IUCN integrate gender considerations into the implementation of the national child projects it leads?
52. Were there any specific activities or initiatives aimed at promoting gender equality and women's empowerment within the project?
53. How did IUCN address ESS in the implementation of the national child projects it leads?



54. Were there any potential environmental or social risks identified, and if so, how were they mitigated or managed? e.g., addressing potential negative impacts of restoration activities on local ecosystems.

Lessons Learnt & Recommendations

55. What are the key lessons learned by IUCN during its involvement in the TRI Programme?
56. Based on IUCN's experience, what are your recommendations to improve the effectiveness and efficiency of future programs or projects?

Global Child Project

Project Design

1. How did IUCN's expertise and mandate influence the design and objectives of its components within the Global Child Project?
2. What were the key strengths and weaknesses of the design of the Global Child Project from IUCN's perspective?
3. How did IUCN contribute to ensuring the overall coherence and integration of the Global Child Project's design with the broader TRI Programme objectives?
4. Were there any specific design elements or strategies incorporated to ensure the sustainability and potential for scaling up of the components led by IUCN?
5. Did IUCN's participation in the design phase lead to the identification of any potential risks or challenges that might affect the implementation of the Global Child Project? If so, how were these risks addressed in the project design?

Relevance & Coherence

6. Did the Global Child Project's approach take into consideration the identified needs and challenges of national child projects? Did IUCN play any key role in making this possible? (e.g., stakeholder consultations, etc.)
7. Did the GCP remain relevant throughout the life of the national child projects? In case of a change in relevance, what factors contributed to this? (e.g., changes in the global context, COVID, emergence of new needs, or socio-political challenges at the national level, etc.)
8. What adaptive strategies/key steps were taken by IUCN to remain flexible and responsive to the national and global context?
9. To what extent are activities undertaken by IUCN aligned with the outputs and outcomes of the GCP? What key steps were taken to ensure this alignment?

Effectiveness

10. Is IUCN represented in any of the governing bodies of the Global Child Project, such as the PAC, Global PSC, or GCU? If yes, how frequent is IUCN's participation in different governing bodies?
11. How did IUCN's involvement in these governing bodies influence decision-making and project implementation?
12. How effective has IUCN been in facilitating coordination, planning and implementation, and adaptive management needs of its partner countries? What are some of the key strategies put in place to facilitate these needs?
13. Did IUCN take any special initiatives to facilitate synergies across its partner countries? How effective was this support? Please elaborate with salient examples.
14. How effective has IUCN been in consolidating and sharing FLR knowledge. Were these approaches effective in promoting learning and knowledge exchange across partner countries? Please share examples.



15. To what extent have the knowledge products and tools promoted by IUCN been taken up by the partner countries and other stakeholders? Please identify the knowledge products and tools that were found most/least effective by the partner countries.
16. Please also share if IUCN partner countries have adopted standardized FLR monitoring tools and practices, and to what extent did they find these tools effective?
17. Did IUCN play any instrumental role in facilitating engagement across partner countries with key decision-makers to promote enabling policy environments for FLR? What are some of the key steps taken to achieve this and how effective was IUCN's approach in this regard?
18. How effective has IUCN been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals across partner countries? Please provide key examples to demonstrate the support your partner countries have received in this regard.
19. What are some of the key GCP MTR recommendations related to IUCN's components? Were these recommendations effectively implemented?

Efficiency

20. How did IUCN manage the financial and human resources allocated for its components within the Global Child Project?
21. Were the resources sufficient to implement the planned activities? If not, how did IUCN address any budget/HR constraints? e.g., reallocating funds for FLR implementation or leveraging additional resources.
22. To what extent did IUCN's operational modality and governance structure prove efficient? Did IUCN in any way contribute to an optimized/cost-effective implementation across partner countries? If yes, please elaborate with examples.

Impact

23. Did IUCN's activities in the Global Child Project lead to any unforeseen environmental or social impacts, either positive or negative, at the local, national, and international levels? Please share salient examples.

Sustainability And Risks

24. Did IUCN contribute to the sustainability of the GCP interventions across partner countries? If yes, please provide examples vis-à-vis key support related to materialization of co-financing, institutional, environmental, and/or political stability.

Stakeholder Engagement/ESS/Gender

25. Were the diverse perspectives and needs of different stakeholder groups (including the private sector, civil society organizations, government agencies, and Programme beneficiaries) adequately considered and incorporated into the GCP design, implementation, and decision-making processes? What key processes did the IUCN put in place to ensure this?
26. Did IUCN integrate Gender and ESS into project planning and implementation of the GCP? What are some of the key examples of this integration?
27. Were there any potential environmental or social risks identified, and if so, how were they mitigated or managed?

Monitoring & Evaluation

28. How did IUCN contribute to the development and implementation of the Global Child Project's M&E system, particularly in relation to FLR and SLM outcomes?
29. How did IUCN monitor and evaluate its progress in delivering the outputs and outcomes related to its components within the Global Child Project?

Lessons Learnt & Recommendations



30. Please share key lessons learned from your involvement with the Global Child project.
31. What recommendations would you make for improving the overall effectiveness of GEF programs implemented under similar modality as that of Global Child Project?



KII SHEET

IMPLEMENTING AGENCY - FAO

Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



TRI Programme

Background

1. How did FAO's prior experience in similar projects or programmes contribute to its involvement in the TRI initiative? e.g., lessons from past FLR, sustainable agriculture, and food security projects.
2. What were the key motivations for FAO to participate in the TRI Programme?
3. What are FAO's specific roles and responsibilities within the overall TRI Programme?

Project Design

4. What was FAO's specific role and contribution in the design phase of the TRI Programme?
5. How did FAO's expertise and mandate influence the design and objectives of the TRI Programme?
6. Were there any specific challenges encountered by FAO during the design phase of the TRI Programme? If so, how were these addressed?
7. What were the key strengths and weaknesses of the design of the TRI Programme from FAO's perspective?

Relevance

8. Did FAO's expertise and mandate influence the identification and selection of the national child projects it leads?
9. How did FAO contribute to ensuring the relevance of the TRI Programme to FAO's strategic objectives and the environmental, agricultural, and development priorities of the participating countries?
10. Were there any specific instances where FAO adapted the design of its components or the national child projects it leads to maintain their relevance in response to evolving needs or challenges during the project lifecycle? If yes, please elaborate.

Coherence

11. Were there any specific design elements incorporated by FAO to promote synergies and avoid duplication of efforts between its components, the national child projects, and other ongoing initiatives or projects?
12. How did FAO's involvement contribute to the alignment of the TRI Programme with the broader context of global FLR and SLM initiatives and international environmental priorities such as Bonn Challenge, CBD Aichi Targets, UNFCCC, UNCCD?

Effectiveness

13. Is FAO represented in any of the programme level governing body such as the PAC? If yes, how frequent is FAO's participation in the PAC?
14. How did FAO's involvement in these governing bodies influence decision-making and project implementation?
15. To what extent has FAO succeeded in achieving progress on the core GEF indicators in its TRI partner countries?
16. What were some of the key factors that influenced the progress of the TRI Programme? Please elaborate vis-à-vis the following:
 - a. Internal factors (e.g., Quality of project design, clarity of objectives, adequacy of resources, and effectiveness of project management)
 - b. External factors (changes in policy or regulatory frameworks, economic fluctuations, social unrest, natural disasters, and the impact of the COVID-19 pandemic)



17. Did FAO face any unexpected changes or deviations from the original plan due to the factors listed above? How did FAO manage these changes?
18. How effective has been the role of FAO in mitigating programme implementation challenges described above.
19. How effective has been FAO's role in contribution to the overall TRI Programme outcomes. Please elaborate with relevant examples. (e.g., technical backstopping, financial management, knowledge management, advocacy, institutional capacity building, fund mobilization, etc.)

Efficiency

20. Did FAO have sufficient financial and human resources to achieve the overall project outputs and outcomes? Please elaborate.
21. If not, did the lack thereof affect the overall progress of the TRI Programme?
22. How did FAO address these challenges, and were the steps taken sufficient to improve the efficiency of project implementation?
23. To what extent were the TRI Programme activities delivered on time and according to the planned timeline in the Project Document and the AWP's?
24. If there were delays, what factors were responsible, and how did these delays affect the FAO's ability to support the national projects? Please elaborate on any cascading effects or challenges faced by the project due to these delays.
25. Did the lead agency (IUCN) and GEF support FAO in responding to these challenges? Please elaborate with salient examples.
26. Considering the current progress and any outstanding activities, is the TRI Programme realistically able to achieve its remaining objectives within the outstanding timeframe?
27. If yes, what factors or strategies will facilitate the successful completion of these activities?
28. If not, what potential reasons could further delay the programme's progress? How much additional time beyond the planned closing date is likely needed, and what adjustments or support would be required to ensure completion?

Partnerships and Coordination

29. How did FAO establish and maintain effective partnerships and coordination mechanisms with other IAs and stakeholders throughout the project implementation?
30. What were the key challenges faced in coordinating activities and sharing information with other IAs and stakeholders?
31. How did FAO ensure that its activities complemented and synergized with the efforts of other IAs and stakeholders, particularly in the areas of land restoration, sustainable agriculture, and community engagement?
32. Were there any instances where FAO's partnerships or coordination efforts led to increased efficiency or improved outcomes? e.g., joint initiatives with IUCN or UNEP that led to more effective FLR practices.
33. How did FAO contribute to the overall governance and coordination of the TRI Programme, particularly in relation to its areas of expertise? e.g., participation in the PAC, technical input on FLR strategies

Donor and Lead Agency Coordination

34. How did FAO engage and coordinate with the lead agency IUCN, and GEF supporting the TRI Programme? e.g., reporting on progress, participating in donor meetings etc.
35. Were there any challenges in coordinating with IUCN and GEF, and if so, how were these addressed? e.g., aligning reporting requirements with different donor expectations etc.
36. Did FAO's coordination efforts with IUCN and the donor contribute to the overall effectiveness and efficiency of the TRI Programme? please elaborate with salient examples



Impact

37. What evidence demonstrates the impact of FAO's contributions to the TRI Programme on the ground?
 - a. ecosystems health in targeted landscapes
 - b. socio economic development of the targeted national child projects? (e.g., improved livelihoods, poverty alleviations, access to resources)
38. How did FAO's activities contribute to the achievement of the TRI Programme's global environmental and development objectives, particularly in terms of land restoration, carbon sequestration, and ecosystem services?
39. Were there any unexpected or unintended impacts (positive or negative) resulting from FAO's involvement in the TRI Programme (e.g., ecosystem health or vulnerable groups (women, marginalized communities, indigenous people etc.)
40. Has there been interest from FAO or other agencies in developing programmes similar to the TRI initiative?

Sustainability

41. Are the TRI Programme interventions sustainable?
42. What strategies did FAO implement to ensure the sustainability of the outcomes and benefits achieved through the national child projects?
43. Did FAO identify any potential risks or challenges to the sustainability of the project's results? If so, how were these risks mitigated or managed?

Monitoring and Evaluation

44. How did FAO contribute to the development and implementation of the TRI Programme's M&E system?
45. What specific M&E tools or methodologies were utilized by FAO to track progress and assess the effectiveness of its activities within the TRI Programme?
46. How did FAO ensure data quality and accuracy in its M&E efforts?
47. What were some of the challenges faced in monitoring and reporting in general, and specifically in reporting against the CIs?

Programme Co-financing

48. What were the primary sources and types of co-financing leveraged by the TRI Programme e.g., grants, loans, in-kind contributions, etc.?
49. Did the co-financing mobilized align with the initial projections outlined in the programme design? If there were discrepancies, what were the reasons for any shortfalls or excesses?

Fiduciary Standards

50. How did FAO ensure the proper and transparent use of funds for the TRI Programme?
51. What financial management practices and oversight mechanisms were employed by FAO to ensure accountability and compliance with fiduciary standards?

Gender and ESS

52. How did FAO integrate gender considerations into the implementation of the national child projects?
53. Were there any specific activities or initiatives aimed at promoting gender equality and women's empowerment within the project?
54. How did FAO address ESS in the implementation of the national child projects?



55. Were there any potential environmental or social risks identified, and if so, how were they mitigated or managed? e.g., addressing potential negative impacts of restoration activities on local ecosystems.

Lessons Learned and Recommendations

56. What were the key lessons learned by FAO during its involvement in the TRI Programme?
57. Based on FAO's experience, what are your recommendations to improve the effectiveness and efficiency of future programmes or projects?

The Global Child Project

Project Design

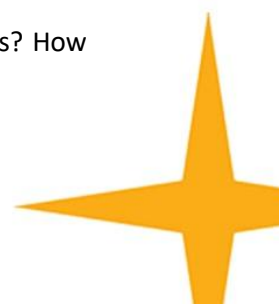
1. How did FAO's expertise and mandate influence the design and objectives of its components within the Global Child Project? e.g., emphasis on FLR, sustainable agriculture, and food security.
2. What were the key strengths and weaknesses of the design of the Global Child Project from FAO's perspective?
3. How did FAO contribute to ensuring the overall coherence and integration of the Global Child Project's design with the broader TRI Programme objectives, particularly in restoration of degraded landscapes, capacity building, and policy development?
4. Were there any specific design elements or strategies incorporated to ensure the sustainability and potential for scaling up of the components led by FAO, particularly in the areas of FLR, SLM, and community involvement?
5. Did FAO's participation in the design phase lead to the identification of any potential risks or challenges that might affect the implementation of the Global Child Project? If so, how were these risks addressed in the project design?

Relevance and Coherence

6. Did the Global Child Project's approach take into consideration the identified needs and challenges of your partner countries? Did FAO play any key role in making this possible? (e.g., stakeholder consultations etc.)
7. Did the GCP remain relevant throughout the life of the national child projects of your partner countries? In case of a change in relevance, what factors contributed to this? (e.g., changes in the global context, covid, emergence of new needs, or socio-political challenges at the national level, etc.)
8. What adaptive strategies/key steps were taken by FAO to remain flexible and responsive to the national and global context?
9. To what extent are activities undertaken by FAO aligned with the outputs and outcomes of the GCP? What key steps were taken to ensure this alignment?

Effectiveness

10. Is FAO represented in any of the governing bodies of the Global Child Project such as the Global PSC, or GCU? If yes, how frequent is FAO's participation in different governing bodies?
11. How did FAO's involvement in these governing bodies influence decision-making and project implementation?
12. How effective has FAO been in facilitating coordination, planning and implementation, and adaptive management needs of its partner countries? What were some of the key strategies put in place to facilitate these needs?
13. Did FAO take any special initiatives to facilitate synergies across its partner countries? How effective was this support? Please elaborate with salient examples.



14. How effective has FAO been in consolidating and sharing FLR knowledge. Were these approaches effective to promote learning and knowledge exchange across partner countries? Please share examples.
15. To what extent the knowledge products and tools promoted by FAO have been taken up by the partner countries and other stakeholders? please identify the knowledge products and tools were found most /least effective by the partner countries?
16. Please also share if FAO partner countries have adopted standardized FLR monitoring tools and practices, and to what extent did they find these tools effective?
17. Did FAO play any instrumental role in facilitating engagement across partner countries with key decision makers to promote enabling policy environments for FLR? What were some of the key steps taken to achieve this and how effective was FAO's approach in this regard?
18. How effective has FAO been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals across partner countries? Please provide key examples to demonstrate the support your partner countries have received in this regard.
19. What were some of the key GCP MTR recommendations related to FAO's components? Were these recommendations effectively implemented?

Efficiency

20. How did FAO manage the financial and human resources allocated for its components within the Global Child Project?
21. Were the resources sufficient to implement the planned activities? If not, how did FAO address any budget/HR constraints? e.g., reallocating funds for FLR implementation or leveraging additional resources
22. To what extent FAO's operational modality and governance structure proved efficient? Did FAO in any way contribute to an optimized/cost-effective implementation across partner countries? If yes, please elaborate with examples.

Impact

23. Did FAO's activities in the Global Child Project lead to any unforeseen environmental or social impacts, either positive or negative, at the local, national, and international levels? Please share salient examples.

Sustainability

24. Did FAO contribute to the sustainability of the GCP interventions across partner countries? If yes, please provide examples vis-à-vis key support related to materialization of co-financing, institutional, environmental, and/or political stability.

Stakeholder Engagement/E & S Safeguards/Gender/

25. Were the diverse perspectives and needs of different stakeholder groups (including the private sector, civil society organizations, government agencies, and programme beneficiaries) adequately considered and incorporated into the GCP design, implementation, and decision-making processes? What key processes did the FAO put in place to ensure this?
26. Did FAO integrate Gender and ESS into project planning and implementation of the GCP? What were some of the key examples of this integration?
27. Were there any potential environmental or social risks identified, and if so, how were they mitigated or managed?

Monitoring & Evaluation

28. How did FAO contribute to the development and implementation of the Global Child Project's M&E system, particularly in relation to FLR and SLM outcomes?



29. How did FAO monitor and evaluate its progress in delivering the outputs and outcomes related to its components within the Global Child Project?

Lessons Learned & Recommendations

30. Please share key lessons learned from your involvement with the Global Child project
31. What recommendations would you make for improving the overall effectiveness of GEF programmes implemented under similar modality as that of Global Child Project?



KII SHEET

TRI PROGRAMME EVALUATION

IMPLEMENTING AGENCY - UNEP

Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



TRI Programme

Background

1. How did UNEP's prior experience in environmental monitoring and financing contribute to its involvement in the TRI Programme? e.g., lessons from similar global environmental projects.
2. What were the key motivations for UNEP to participate in the TRI Programme?
3. What are UNEP's specific roles and responsibilities within the overall TRI Programme?

Project Design

4. What was UNEP's specific role and contribution in the design phase of the TRI Programme?
5. How did UNEP's expertise in environmental monitoring, risk assessment, and financing influence the design and objectives of the TRI Programme?
6. How did UNEP contribute to ensuring the overall coherence of the TRI Programme objectives?
7. How did UNEP's participation in the design phase contribute to the overall adaptability and flexibility of the TRI Programme, particularly in terms of adaptive environmental monitoring and risk mitigation?
8. Were there any specific challenges encountered by UNEP during the design phase? If so, how were these challenges addressed? e.g., aligning financing strategies with restoration goals.

Relevance

9. How did UNEP ensure that the design of the TRI Programme aligned with global environmental priorities, particularly in terms of carbon reduction and biodiversity conservation?
10. How did UNEP's expertise in environmental monitoring, risk assessment, and financing influence the identification and selection of the national child projects it leads?
11. How did UNEP contribute to ensuring that the TRI Programme remained relevant to the climate resilience and environmental priorities of the participating countries?
12. Were there any specific instances where UNEP adapted its components to maintain relevance in response to evolving environmental challenges, particularly related to climate change or restoration finance?

Coherence

13. How did UNEP contribute to ensuring coherence between the TRI Programme objectives?
14. How did UNEP's involvement contribute to the alignment of the TRI Programme with broader international environmental frameworks such as the UNFCCC and CBD?
15. Were there any specific strategies employed by UNEP to promote synergy between the national child projects it leads? e.g., avoiding duplication with other environmental initiatives.
16. How did UNEP address potential trade-offs between the environmental and socioeconomic objectives of the TRI Programme during project design and implementation?

Effectiveness

17. Is UNEP represented in any of the programme level governing bodies such as the PAC ? If yes, how frequent is UNEP's participation in the PAC?
18. How did UNEP's involvement in these governing bodies influence decision-making and project implementation?
19. How effective has UNEP been in contributing to the overall TRI Programme outcomes? Please elaborate with relevant examples. (e.g., technical backstopping, financial management, knowledge management, advocacy, institutional capacity building, fund mobilization, etc.)
20. What were the key factors that contributed to the successful (or unsuccessful) delivery of UNEP's outcomes, particularly in relation to environmental monitoring and financing for restoration?



21. Were there any unintended consequences (positive or negative) resulting from UNEP's activities? e.g., increased global awareness of climate risks or unintended environmental impacts.
22. How did UNEP adapt its implementation strategies in response to challenges? e.g., COVID-19 disruptions to environmental monitoring or delays in financial commitments.

Efficiency

23. Did UNEP have sufficient financial and human resources to achieve the overall project outputs and outcomes? Please elaborate.
24. If not, did the lack thereof affect the overall progress of the TRI Programme?
25. How did UNEP manage the financial resources allocated to its components, particularly for institutional strengthening and environmental monitoring?
26. How did UNEP address these challenges, and were the steps taken sufficient to improve the efficiency of project implementation?

Partnerships and Coordination

27. How did UNEP establish and maintain effective partnerships with IUCN, FAO, and other stakeholders throughout the project implementation?
28. What were the key challenges in coordinating activities and sharing information with other agencies, particularly related to environmental data sharing and financing strategies?
29. How did UNEP ensure that its activities complemented the efforts of the other IAs, particularly in institutional strengthening and sustainable finance?

Donor and Lead Agency Coordination

30. How did UNEP engage and coordinate with the lead agency IUCN, and GEF supporting the TRI Programme? e.g., reporting on progress, participating in donor meetings etc.
31. Were there any challenges in coordinating with IUCN and GEF, and if so, how were these addressed? e.g., aligning reporting requirements with different donor expectations etc.
32. Did UNEP's coordination efforts with IUCN and the donor contribute to the overall effectiveness and efficiency of the TRI Programme? Please elaborate with salient examples.

Impact

33. What evidence demonstrates the impact of UNEP's contributions, particularly in terms of carbon sequestration, biodiversity conservation, and climate resilience?
34. How did UNEP's activities contribute to the global environmental goals of the TRI Programme?
35. Were there any unexpected or unintended impacts resulting from UNEP's involvement?

Sustainability

36. What strategies did UNEP implement to ensure the sustainability of the outcomes, particularly in terms of institutional strengthening and financing mechanisms?
37. Did UNEP identify any potential risks to the sustainability of the project's results? If so, how were these risks mitigated, particularly in relation to environmental monitoring systems?
38. How did UNEP's efforts contribute to the overall sustainability of the environmental outcomes of the TRI Programme?

Monitoring & Evaluation

39. How did UNEP contribute to the development of the M&E system for the TRI Programme, particularly in terms of tracking environmental impacts, carbon sequestration, and biodiversity?
40. How did UNEP ensure data quality and accuracy in its M&E efforts, particularly in relation to environmental monitoring?



41. Was the M&E system effective in providing timely information for decision-making?

Gender & ESS

42. How did UNEP integrate gender considerations into the design and implementation of the TRI Programme?
43. Were there any specific initiatives aimed at promoting gender equality and ensuring that both men and women benefited equally from the project?
44. How did UNEP address environmental and social safeguards in the implementation of the TRI Programme?
45. Were there any potential environmental or social risks identified, and how were they mitigated or managed?

Lessons Learned & Recommendations

46. What were the key lessons learned by UNEP during its involvement in the TRI Programme?
47. Based on UNEP's experience, what recommendations would be made to improve similar future programmes?

Global Child Project

Project Design

1. How did UNEP's prior experience in environmental monitoring and financing contribute to its involvement in the Global Child Project? e.g., lessons from similar global environmental projects.
2. What were the key motivations for UNEP to participate in the Global Child Project?
3. What was UNEP's specific role and contribution in the design phase of the Global Child Project, particularly in institutional capacity building and financing mechanisms?
4. How did UNEP's expertise in environmental safeguards and financing mechanisms influence the design and objectives of its components within the Global Child Project?
5. How did UNEP's participation in the design phase contribute to the overall adaptability and flexibility of the Global Child Project, particularly in terms of adaptive environmental monitoring and risk mitigation?
6. Were there any specific challenges encountered by UNEP during the design phase? If so, how were these challenges addressed? e.g., aligning financing strategies with restoration goals.

Relevance & Coherence

7. How did UNEP ensure that the design of its components in the Global Child Project aligned with global environmental priorities, particularly in terms of carbon reduction and biodiversity conservation?
8. How did UNEP's expertise in environmental monitoring, risk assessment, and financing influence the components it leads?
9. How did UNEP contribute to ensuring coherence between its components and the overall Global Child Project objectives, particularly in terms of environmental monitoring, biodiversity protection, and financing mechanisms?
10. How did UNEP's involvement contribute to the alignment of the Global Child Project with broader international environmental frameworks such as the UNFCCC and CBD?
11. Were there any specific instances where UNEP adapted its components to maintain relevance in response to evolving environmental challenges or new learnings and opportunities for improvement identified at the project level, particularly related to climate change or restoration finance?



12. Were there any specific strategies employed by UNEP to promote synergy between its components and the national child projects it leads? e.g., avoiding duplication with other environmental initiatives.

Effectiveness

13. Was UNEP represented in any of the governing bodies of the Global Child Project (e.g., PAC, PSC, GCU)? If so, what was their role and contribution, particularly in environmental safeguards and financing decisions?
14. How did UNEP's involvement in these governing bodies influence decision-making, especially regarding institutional capacity building, climate financing, and environmental monitoring?
15. How effective has UNEP been in facilitating coordination, planning and implementation, and adaptive management needs of its partner countries? What were some of the key strategies put in place to facilitate these needs?
16. How effective has UNEP been in consolidating and sharing FLR knowledge? Were these approaches effective to promote learning and knowledge exchange across partner countries? Please share examples.
17. How effective has UNEP been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals across partner countries? Please provide key examples to demonstrate the support your partner countries have received in this regard.
18. How did UNEP monitor and evaluate its progress in delivering the outputs and outcomes related to carbon monitoring, financing, and institutional strengthening within the Global Child Project?
19. What were the key factors that contributed to the successful (or unsuccessful) delivery of UNEP's outputs and outcomes, particularly in relation to environmental monitoring and financing for restoration?
20. How did UNEP adapt its implementation strategies in response to challenges? e.g., COVID-19 disruptions to environmental monitoring or delays in financial commitments.
21. What strategies did UNEP employ to ensure effective environmental data collection and dissemination to stakeholders?
22. How did UNEP measure the uptake and utilization of the environmental monitoring tools and knowledge products it developed and disseminated?
23. Were there any unintended consequences (positive or negative) resulting from UNEP's activities? e.g., increased global awareness of climate risks or unintended environmental impacts.

Efficiency

24. How did UNEP manage the financial resources allocated to its components?
25. Did UNEP have sufficient financial and human resources to achieve the overall project outputs and outcomes? Please elaborate.
26. If not, did the lack thereof affect the overall progress of the TRI Programme?
27. How did UNEP address these challenges, and were the steps taken sufficient to improve the efficiency of project implementation?

Partnerships and Coordination

28. How did UNEP establish and maintain effective partnerships with IUCN, FAO, and other stakeholders throughout the project implementation?
29. What were the key challenges in coordinating activities and sharing information with other agencies, particularly related to environmental data sharing and financing strategies?



30. How did UNEP ensure that its activities complemented the efforts of the other IAs, particularly in institutional strengthening and sustainable finance?

Stakeholder Engagement

31. How did UNEP engage with and ensure the participation of relevant stakeholders, including national governments and environmental organizations, in the implementation of its components?
32. What strategies did UNEP use to maintain effective communication and collaboration with stakeholders, particularly in mobilizing financing for large-scale restoration?

Impact

33. What evidence demonstrates the impact of UNEP's contributions, particularly in terms of carbon sequestration, biodiversity conservation, and climate resilience?
34. How did UNEP's activities contribute to the global environmental goals of the Global Child Project?
35. Were there any unexpected or unintended impacts resulting from UNEP's involvement?

Sustainability

1. What strategies did UNEP implement to ensure the sustainability of the outcomes, particularly in terms of institutional strengthening and financing mechanisms?
2. Did UNEP identify any potential risks to the sustainability of the project's results? If so, how were these risks mitigated, particularly in relation to environmental monitoring systems?

Monitoring & Evaluation

36. How did UNEP contribute to the development of the M&E system for the Global Child Project, particularly in terms of tracking environmental impacts, carbon sequestration, and biodiversity?
37. How did UNEP ensure data quality and accuracy in its M&E efforts, particularly in relation to environmental monitoring?
38. Was the M&E system effective in providing timely information for decision-making?

Gender & ESS

39. How did UNEP integrate gender considerations into the design and implementation of its components within the Global Child Project?
40. Were there any specific initiatives aimed at promoting gender equality and ensuring that both men and women benefited equally from the project?
41. How did UNEP address environmental and social safeguards in the implementation of its components?
42. Were there any potential environmental or social risks identified, and how were they mitigated or managed?

Lessons Learned & Recommendations

43. What were the key lessons learned by UNEP during its involvement in the Global Child Project, particularly in relation to environmental monitoring, financing, and institutional strengthening?
44. Based on UNEP's experience, what recommendations would be made to improve similar future programmes?



KII SHEET

TRI PAC

Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



Background and Composition

1. When was the PAC established, and what was the rationale behind its formation?
2. What are the roles and responsibilities of the PAC members, and how have these roles evolved during the TRI Programme's implementation?
3. What is the composition of the PAC, and what expertise or perspectives do the different members bring to the committee?
4. What was the selection process for PAC members?

Meetings and Decision-Making

5. What is the frequency and format (e.g., in-person, virtual) of PAC meetings?
6. Were all PAC meetings conducted as scheduled, and if not, what were the reasons for any changes or delays?
7. How does the PAC make decisions, and what mechanisms are in place to ensure consensus or address any disagreements among members?
8. Were there any instances where the PAC's recommendations or decisions were not implemented or faced challenges in being adopted? If so, what were the reasons behind these challenges?

Monitoring, Evaluation, and Learning

9. Did the PAC make any contributions to the development of the MEL frameworks for the TRI Programme? Please share key contributions.
10. In what ways did the PAC utilize the monitoring and evaluation data and findings to provide guidance and recommendations for the TRI Programme?

TRI Programme Design

11. Were any members of the PAC involved in the design process of the TRI Programme?
12. How did the PAC's expertise and perspectives contribute to the initial design and conceptualization of the TRI Programme?
13. Were there any specific instances where the PAC's recommendations led to modifications or improvements in the TRI Programme's design or implementation strategies?
14. Did the PAC identify any potential risks or challenges during the design phase of the TRI Programme, and if so, what risk mitigation measures were suggested?

Implementation and Coordination

15. What specific mechanisms or processes were employed by the PAC to facilitate coordination and collaboration among the various stakeholders involved in the TRI Programme?
16. How did the PAC contribute to the adaptive management of the TRI Programme, particularly in response to unforeseen challenges or changes in the operating environment?
17. How did the PAC's involvement in the implementation phase contribute to the overall efficiency and effectiveness of the TRI Programme in achieving its intended outcomes?
18. In what ways did the PAC foster knowledge sharing and learning across the TRI Programme, particularly between the Global Child Project and the national child projects?

Lessons Learned and Recommendations

19. What are the key lessons learned that could inform the design and implementation of similar future initiatives?
20. What specific recommendations would you offer to improve the effectiveness and impact of future environmental and development programmes?



KII SHEET

GLOBAL CHILD PROJECT STEERING COMMITTEE

national child project Country		
Implementing Agency		
Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



Global Child PSC Formation and Composition

1. When was the Global Child PSC established, and what was the purpose of its formation?
2. What is the current number of members in the Global Child PSC, and which organizations or entities do they represent?
3. Could you please elaborate on the selection criteria used for Global Child PSC members? (e.g., expertise, representation from different countries etc.)
4. How does the Global Child PSC composition ensure a balanced representation of diverse perspectives and expertise relevant to the TRI Global Child Project?
5. What roles do external partners or observers (e.g., donors, international organizations) play in the Global PSC, if any?
6. Has the composition or structure of the PSC changed over time? If so, what prompted these changes, and how have they affected the PSC's effectiveness?
7. How does the PSC ensure gender and social inclusion in its formation and operation?

Role and Responsibilities of the Global Child PSC

8. What is the overarching role of the Global Child PSC within the Global Child Project?
9. What are the primary responsibilities and functions of the Global Child PSC in overseeing the Global Child Project's implementation? (e.g., work plan approval, progress reviews)
10. How does the Global Child PSC contribute to the overall strategic direction and decision-making of the Global Child Project? (e.g., adaptive management, policy guidance)
11. How does the Global Child PSC ensure effective communication and collaboration among the IAs involved in the Global Child Project?
12. What specific mechanisms or processes does the Global Child PSC use to monitor and evaluate the progress and performance of the Global Child Project? (e.g., progress reports, site visits)
13. How does the Global Child PSC contribute to the adaptive management of the Global Child Project, ensuring that it remains responsive to emerging challenges and opportunities?
14. Has the Global Child PSC's role or responsibilities evolved throughout the project's implementation? If so, how and why?

Decision-Making and Collaboration

15. How does the Global Child PSC handle decision-making, particularly when there are differing viewpoints among its members?
16. How does the Global Child PSC foster knowledge exchange and learning between the Global Child Project and the national child projects? (e.g., workshops, knowledge platforms)

Lessons Learned and Recommendations

17. Based on your experience, what are some key lessons learned from the functioning and operation of the Global Child PSC that could inform the design and implementation of similar future projects?
18. What recommendations would you make for improving the overall effectiveness of GEF programmes implemented under similar modality as that of Global Child Project?



KII SHEET

GCU

Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



About the GCU

1. When was the GCU established?
2. What is the organizational structure of the GCU and who are its members?
3. Has the composition or structure of the GCU evolved since the start of the project? If yes, what changes were made, and why?
4. What are the roles and responsibilities of the GCU in the overall management and coordination of the TRI Programme and Global Child Project?
5. How are roles and responsibilities defined and allocated within the GCU? Are there clear lines of accountability and decision-making processes?
6. How is the expertise of its members aligned with the diverse needs of the TRI Programme and Global Child Project? Are there any advisory or technical committees supporting the GCU? If so, how do they contribute to project execution?
7. Have there been any capacity or skill gaps within the GCU that have affected its ability to effectively support the TRI Programme and the Global Child Project? If yes, how were these gaps addressed?
8. What mechanisms are in place to ensure effective communication and collaboration with key stakeholders including Global and National PSCs, the donor, among the three IAs (IUCN, FAO, and UNEP) and the national child projects?

TRI Programme

Project Design

9. Were any of the members of the GCU involved in the TRI Programme design? If yes, what was your specific role and contribution in the design phase of the TRI Programme?
10. How did your expertise and mandate influence the design and objectives of the TRI Programme?
11. Were there any specific challenges encountered by you during the design phase of the TRI? If so, how were these addressed?

Relevance and Coherence

Relevance

12. How did the GCU ensure that the TRI Programme remained aligned with the environmental and development priorities of the participating countries?
13. What role did the GCU play in adapting TRI's objectives to the changing needs of global environmental challenges?
14. How did the GCU assess the relevance of the Programme's interventions in relation to national priorities and global environmental goals?

Coherence

15. How did the GCU promote synergy between TRI and other restoration-related initiatives in the participating countries?
16. What steps did the GCU take to avoid duplication of efforts between the TRI Programme and other environmental projects?
17. How did the GCU ensure that socioeconomic factors were balanced with environmental objectives within the TRI Programme?



Effectiveness

18. To what extent has the TRI Programme delivered on its expected outputs and outcomes, and what factors have influenced this effectiveness? Please provide your assessment in line with the achievement of the GEF indicators.
19. How did the GCU contribute to the overall effectiveness of the TRI Programme in achieving its goals and objectives? Please elaborate in line with key responsibilities of the GCU at the programme level.
20. Please elaborate how the GCU used the results of monitoring and evaluation activities to inform decision-making and improve the effectiveness of the TRI Programme

Efficiency

21. Did the GCU have sufficient financial and human resources to support the TRI Programme across the countries? Please elaborate.
22. If not, did the lack thereof affect the overall progress of the TRI Programme?
23. How did GCU address these challenges, and were the steps taken sufficient to improve the efficiency of implementation of the programme?
24. To what extent were the TRI Programme activities delivered on time and according to the planned timeline in the Project Document and the AWP?
25. If there were delays, what factors were responsible, and how did these delays affect the GCU's ability to support the national projects? Please elaborate on any cascading effects or challenges faced by the project due to these delays.
26. How efficient was the other stakeholders' support (donor, IAs, national projects) support to the GCU in responding to these challenges? Please elaborate with salient examples.
27. Considering the current progress and any outstanding activities, is the TRI Programme realistically able to achieve its remaining objectives within the outstanding timeframe?
28. If yes, what factors or strategies will facilitate the successful completion of these activities?
29. If not, what potential reasons could further delay the programme's progress? How much additional time beyond the planned closing date is likely needed, and what adjustments or support would be required to ensure completion?

Impact

30. What are some of the key impacts of the TRI Programme on the:
 - a. ecosystems health in targeted landscapes (please provide your assessment in line with the CIs)
 - b. socio economic development of the communities? (e.g., improved livelihoods, poverty alleviations, access to resources)
31. How did the GCU contribute to achieving significant restoration targets, such as those set by the Bonn Challenge?
32. How did the GCU assess the global and national impact of the TRI Programme in terms of FLR and improved livelihoods?
33. Have there been any unintended impacts (both positive and negative) of the TRI Programme on the ecosystem health or specific groups (women, marginalized communities, Indigenous people)?

Sustainability

34. Are the TRI Programme interventions sustainable?
35. What strategies did the GCU implement to ensure the sustainability of the outcomes and benefits achieved across the TRI countries?
36. What are the key factors that contribute to the sustainability of the programme? For e.g.:



- a. New or improved policies and regulatory frameworks adopted that support (FLR), political will.
 - b. TRI knowledge products developed, disseminated, and accessed through relevant knowledge platforms.
 - c. Number of bankable projects developed & submitted
 - d. Institutional capacity building
 - e. Evidence of income-generating activities linked to programme outcomes
37. Did the GCU identify any potential risks or challenges to the sustainability of the TRI results? If so, how were these risks mitigated or managed?

Monitoring & Evaluation

- 38. How did the GCU support the development and implementation of M&E frameworks across the national child projects?
- 39. What tools or processes did the GCU provide to track and evaluate the progress of restoration efforts across TRI projects?

Stakeholder Engagement/E & S Safeguards/Gender/

- 40. Were the diverse perspectives and needs of different stakeholder groups (including the private sector, civil society organizations, government agencies, and programme beneficiaries) adequately considered and incorporated into the TRI Programme design, implementation, and decision-making processes? What key processes did the GCU put in place to ensure this?
- 41. Did the TRI Programme integrate ESS into project planning and implementation? were they implemented effectively to mitigate potential risks and impacts?
- 42. Were gender considerations integrated into the design and implementation of the TRI Programme? How does the GCU ensure that gender considerations are fully integrated into the TRI Programme's activities?
- 43. How does the GCU monitor and report on gender-specific outcomes, such as the participation and empowerment of women in the TRI Programme?
- 44. Were there any challenges in meeting gender or ESS requirements of the TRI Programme, and how were they addressed?

Lessons Learned and Recommendations

- 45. What key lessons has GCU learned from its involvement in the TRI Programme?
- 46. What recommendations would you make for improving the effectiveness and impact of similar future initiatives?



The Global Child Project

Project Design

1. Can you please provide an overview of the design process of the Global Child Project, including the timeframe, key stakeholders involved, and any consultations or studies conducted.
2. Were any of the members of the GCU involved in the GCP design? If yes, what was your specific role and contribution in the design phase of the GCP?
3. How did your expertise and mandate influence the design and objectives of the GCP?
4. Were there any specific challenges encountered by you during the design phase of the GCP? If so, how were these addressed?

Relevance and Coherence

5. Based on your experience, what were the key strengths and weaknesses of the design of the GCP?
6. Did the Global Child Project's approach take into consideration the identified needs and challenges of the national child projects? How was this made possible? (e.g., stakeholder consultations etc.)
7. Did the GCP remain relevant throughout the life of the national child project? In case of a change in relevance, what factors contributed to this change? (e.g., changes in the global context, covid, emergence of new needs, or socio-political challenges at the national level, etc.)
8. What adaptive strategies/key steps were taken by the GCP to remain flexible and responsive to the national and global context?
9. To what extent did the activities undertaken by the GCU align with the outputs and outcomes of the Global Child project and national projects? What key steps were taken to ensure this alignment?

Effectiveness

10. How effective has the GCU been in facilitating coordination, planning and implementation, and adaptive management needs across the national child projects? What were some of the key strategies put in place to facilitate these needs?
11. Did the GCU take any special initiatives to facilitate synergies across all national child projects? How effective was this support? Please elaborate with salient examples.
12. Has the GCU played any key role in consolidating and sharing FLR knowledge? Were these approaches effective to promote learning and knowledge exchange with partners across national child projects? Please share examples.
13. To what extent the knowledge products and tools promoted by the Global Child Project have been taken up by the national child projects and other stakeholders?
14. Did the GCU play any role in facilitating the national child projects in adopting standardized FLR monitoring tools and practices recommended by the GCP? Please elaborate
15. Did the GCP play any instrumental role in facilitating engagement of national child projects with key decisionmakers to promote enabling policy environments for FLR? What were some of the key steps taken to achieve this and how effective was the GCU's approach in this regard?
16. How effective has the GCU been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals across different national child projects? Please provide key examples to demonstrate the support.
17. What were some of the key GCP MTR recommendations related to the GCU? Were these recommendations effectively implemented?
18. To what extent has the Global Child Project been successful in achieving its intended outcomes and outputs? Please provide specific examples and evidence.



19. Which project targets have been achieved and overachieved so far?

Efficiency

20. To what extent were the Global Child Project activities delivered on time and according to the planned timeline in the Project Document and the AWP?
21. If there were delays, what factors were responsible, and how did these delays affect the Global Child Project's ability to support the national child projects? Please elaborate on any cascading effects or challenges faced by the national projects due to these delays.
22. Considering the current progress and any outstanding activities, is the Global Child Project realistically able to achieve its remaining objectives within the outstanding timeframe?
23. If yes, what factors or strategies will facilitate the successful completion of these activities?
24. If not, what potential reasons could further delay the project's progress? How much additional time beyond the planned closing date is likely needed, and what adjustments or support would be required to ensure completion?
25. To what extent was the Global Child Project operational modality and governance structure efficient? Did the GCU in any way contribute to an optimized cost-effective implementation across the national child projects? If yes, please elaborate with examples.

Impact

26. Did the GCU's activities lead to any unforeseen environmental or social impacts, either positive or negative, at the local, and national levels? Please share salient examples.

Sustainability

27. In your experience, did the role of the GCU in any way contribute to the sustainability of the TRI Programme interventions across the national child projects? If yes, please provide examples vis-à-vis key support related to materialization of co-financing, institutional, environmental, and/or political stability.

Stakeholder Engagement/E & S Safeguards/Gender/

28. Were the diverse perspectives and needs of different stakeholder groups (including the private sector, civil society organizations, government agencies, and programme beneficiaries) adequately considered and incorporated into the GCP design, implementation, and decision-making processes? What key processes did the GCP put in place to ensure this?
29. Were gender considerations integrated into the design and implementation of the GCP? How does the GCU ensure that gender considerations are fully integrated into the GCP activities?
30. How does the GCU monitor and report on gender-specific outcomes, such as the participation and empowerment of women in the GCP?
31. Were there any challenges in meeting gender or ESS requirements of the TRI Programme, and how were they addressed?

Lessons Learned and Recommendations

32. Please share key lessons learned from your involvement with the Global Child project
33. What recommendations would you make for improving the overall effectiveness of GEF programmes implemented under similar modality as that of Global Child Project?



KII SHEET

DONOR

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of KII	
5. Starting Time of KII	
6. Finishing Time of KII	



TRI Programme and The Global Child Project

Project Design and Alignment

48. How did the GEF's strategic priorities and objectives inform the design and conceptualization of the TRI Programme and the Global Child Project?
49. In what ways did the GEF contribute to the development of the Theory of Change for the TRI Programme and the Global Child Project?
50. How did the GEF ensure alignment between the TRI Programme's objectives and the national environmental and development priorities of the participating countries during the project design phase?
51. Could the GEF elaborate on the rationale behind selecting the programmatic approach for the TRI, and how did it envision the Global Child Project's role within this structure?

Implementation and Coordination

52. How did the GEF facilitate coordination and collaboration among the three IAs during the implementation of the TRI Programme and the Global Child Project?
53. What mechanisms were employed by the GEF to monitor the progress and performance of the TRI Programme and the Global Child Project during implementation?
54. How did the GEF support the IAs in adapting to unforeseen challenges or changes in the operating environment during project implementation?
55. In what ways did the GEF foster knowledge sharing and learning between the Global Child Project and the national child projects?

GEF's Role and Influence

56. What was the GEF's involvement in the governance structures of the TRI Programme and the Global Child Project (e.g., PAC, Global PSC, GCU)?
57. How did the GEF's financial contributions influence the outcomes and achievements of the TRI Programme and the Global Child Project?

Lessons Learned and Recommendations

58. What are the key lessons learned from the implementation of the TRI Programme and the Global Child Project that could inform the design and execution of future programmes?
59. What recommendations would the GEF provide to the IAs and participating countries to enhance the effectiveness and impact of similar programmes in the future?



KII SHEET

MAIN EXECUTING PARTNERS/PMU

national child project Country		
Implementing Agency		
Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



TRI Programme

Background

1. Please provide a brief overview of the national child project and its main objectives.
2. What is the specific role of the PMU in the national child project?
3. When was the PMU established for this project?
4. How many members are currently part of the PMU, and what are their roles and responsibilities?
5. Which agency/ministry/department has the ownership of the PMU?

Project Design

6. Was the PMU involved in the TRI Programme design? If yes, what was its specific role and contribution in the design phase of the TRI Programme?
7. How did PMUs expertise and mandate influence the design and objectives of the TRI Programme?
8. Were there any specific challenges encountered you during the design phase of the TRI Programme? If so, how were these addressed?
9. Based on your experience, what were the key strengths and weaknesses of the design of the TRI Programme?

Relevance and Coherence

10. What are some of the key environmental challenges identified by your country (e.g., deforestation, land degradation, biodiversity loss)
11. And what are some of the key developmental priorities of your country? (e.g., poverty alleviation, livelihood improvement, food security)
12. Does the TRI Programme respond to both the environmental and developmental priorities of your country? Please elaborate with salient examples.
13. Conversely, does the national child project contribute to the broader goals of the TRI Programme, such as Bonn Challenge, CBD Aichi Targets, UNFCCC, UNCCD?
14. To what extent is the national child project aligned with the overall TRI Programme in terms of: Theory of Change, M&E systems, and governance structure?
15. Did the PMU face any challenges in ensuring this alignment during the design process? How were these challenges mitigated?
16. Are there other similar ongoing initiatives in your country? If yes, to what extent the TRI Programme's objectives and activities complement or overlap with these initiatives?

Effectiveness

17. To what extent has the national child project achieved progress on the 9 CIs?
18. What were some of the key factors that influenced the performance of the national child project? Please elaborate vis-à-vis the following:
 - c. Internal factors (e.g., Quality of project design, clarity of objectives, adequacy of resources, and effectiveness of project management)
 - d. External factors (changes in policy or regulatory frameworks, economic fluctuations, social unrest, natural disasters, and the impact of the COVID-19 pandemic)
19. Did the national child project face any unexpected changes or deviations from the original plan due to the factors listed above? How did the PMU manage these changes?
20. How effective has been the role of the implementing agency and lead agency in mitigating programme implementation challenges described above?
21. How effective has been the role of the implementing agency (FAO, UNEP, IUCN) in contribution to the overall TRI Programme outcomes? Please elaborate with relevant



examples. (e.g., technical backstopping, financial management, knowledge management, advocacy, institutional capacity building, fund mobilization, etc.)

Efficiency

22. Did the national child project have sufficient human and financial resources to achieve the overall project outputs and outcomes? Please elaborate.
23. If not, did the lack thereof affect the overall progress of the TRI Programme?
24. How did the PMU address these challenges, and were the steps taken sufficient to improve the efficiency of project implementation?
25. To what extent were the TRI Programme activities delivered on time and according to the planned timeline in the Project Document and the AWP's?
26. If there were delays, what factors were responsible, and how did these delays affect the PMU's ability to support the national project? Please elaborate on any cascading effects or challenges faced by the project due to these delays.
27. Did the implementing agency and lead agency support the PMU in responding to these challenges? Please elaborate with salient examples.
28. Considering the current progress and any outstanding activities, is the national child project realistically able to achieve its remaining objectives within the outstanding timeframe?
29. If yes, what factors or strategies will facilitate the successful completion of these activities?
30. If not, what potential reasons could further delay the project's progress? How much additional time beyond the planned closing date is likely needed, and what adjustments or support would be required to ensure completion?

Impact

31. What are some of the key impacts of the national child project on the:
 - c. ecosystems health in targeted landscapes (please provide your assessment in line with the CIs)
 - d. socio economic development of the communities? (e.g., improved livelihoods, poverty alleviations, access to resources)
32. Have there been any unintended impacts (both positive and negative) of the TRI Programme on the ecosystem health or specific groups (women, marginalized communities, Indigenous people)?
33. Have any similar initiatives in your country shown interest in adopting the TRI Programme approach? Please share examples

Sustainability

34. Are the TRI Programme interventions sustainable?
35. What strategies did the PMU implement to ensure the sustainability of the outcomes and benefits achieved?
36. What are the key factors that contribute to the sustainability of the programme? For e.g.:
 - f. New or improved policies and regulatory frameworks adopted that support (FLR), political will.
 - g. TRI knowledge products developed, disseminated, and accessed through relevant knowledge platforms.
 - h. Number of bankable projects developed & submitted
 - i. Institutional capacity building
 - j. Evidence of income-generating activities linked to programme outcomes
37. Did the PMU identify any potential risks or challenges to the sustainability of the project's results? If so, how were these risks mitigated or managed?



Monitoring & Evaluation

38. To what extent is the national child project MEL framework aligned with the TRI Programme's objectives and outcomes.
39. Did the TRI Programme provide sufficient guidance and user-friendly tools to monitor the progress of the national child project? To what extent were these effective?
40. What were some of the challenges faced in monitoring and reporting in general, and specifically in reporting against the CIs?

Programme Co-financing

41. Did your office play any role in mobilizing co-financing for the TRI Programme?
42. If yes, what types of co-financing have been leveraged by the national child project (e.g., grants, loans, in-kind contributions, etc.)?
43. Was the co-financing delivered in a timely manner to support programme implementation? Were there any delays, and if so, how did they impact programme activities at the country level?

Stakeholder Engagement/E & S Safeguards/Gender/

44. Were the diverse perspectives and needs of different stakeholder groups (including the private sector, civil society organizations, government agencies, and programme beneficiaries) adequately considered and incorporated into the national child project design, implementation, and decision-making processes? What key processes did your office put in place to ensure this?
45. Did your office integrate ESS into project planning and implementation? were they implemented effectively to mitigate potential risks and impacts?
46. Were gender considerations integrated into the design and implementation of the national child project? How was this ensured?
47. Were there any challenges in meeting gender or ESS requirements of the TRI Programme, and how were they addressed?

Lessons Learned and Recommendations

48. What key lessons has the PMU learned from its involvement in the TRI Programme?
49. What recommendations would you make for improving the effectiveness and impact of similar future initiatives?

The Global Child Project

Relevance and Coherence

1. Did the Global Child Project's approach take into consideration the identified needs and challenges of the national child project? How was this made possible? (e.g., stakeholder consultations etc.)
2. Did the GCP remain relevant throughout the life of the national child project? In case of a change in relevance, what factors contributed to this change? (e.g., changes in the global context, covid, emergence of new needs, or socio-political challenges at the national level, etc.)
3. What adaptive strategies/key steps were taken by the GCP to remain flexible and responsive to the national and global context?
4. To what extent did the activities undertaken by the Global Child project align with the outputs and outcomes of the national child project? What key steps were taken to ensure this alignment.?



Effectiveness

5. How effective has the GCP been in facilitating coordination, planning and implementation, and adaptive management needs of the national child project? What were some of the key strategies put in place to facilitate these needs?
6. Did the GCP take any special initiatives to facilitate synergies amongst your country project and other national child projects? How effective was this support? Please elaborate with salient examples.
7. How effective has the GCP been in consolidating and sharing FLR knowledge? Were these approaches effective to promote learning and knowledge exchange with partners on the ground and between you and the other national child projects? Please share examples.
8. To what extent the knowledge products and tools promoted by the Global Child Project have been taken up by the national child project and other stakeholders? please identify the knowledge products and tools your national child project found most /least effective?
9. Please also share if the national child project has adopted standardized FLR monitoring tools and practices recommended by the GCP, and to what extent do you find these tools effective?
10. Did the GCP play any instrumental role in facilitating your engagement with key decision makers to promote enabling policy environments for FLR? What were some of the key steps taken to achieve this and how effective was GCP's approach in this regard?
11. How effective has the GCP been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals in your national child project? Please provide key examples to demonstrate the support your national child project has received in this regard.
12. Were any changes made to your project as recommended in GCP MTR? Please identify the key changes and how effective they were for your national child project?

Efficiency

13. To what extent was the GCP operational modality and governance structure efficient? Did the GCP in any way contribute to an optimized cost-effective implementation of the national child project in your country? If yes, please elaborate with examples.

Impact

14. Did the Global Child Project's activities lead to any unforeseen environmental or social impacts, either positive or negative, at the local, and national levels? Please share salient examples.

Sustainability

15. In your experience, did the role of the GCP in any way contribute to the sustainability of the TRI Programme interventions in your country? If yes, please provide examples vis-à-vis key support related to materialization of co-financing, institutional, environmental, and/or political stability.

Stakeholder Engagement/E & S Safeguards/Gender

16. Were the diverse perspectives and needs of different stakeholder groups (including the private sector, civil society organizations, government agencies, and programme beneficiaries) adequately considered and incorporated into the GCP design, implementation, and decision-making processes? What key processes did the GCP put in place to ensure this?
17. Did the Global Child Project integrate ESS into project planning and implementation? Did the GCP provide you with sufficient support to implement these effectively?
18. Were there any challenges in meeting gender or ESS requirements of the GCP, and did the GCP provide any key support to address these challenges?



Lessons Learned and Recommendations

19. Please share key lessons learned from your involvement with the Global Child project
20. What recommendations would you make for improving the overall effectiveness of GEF programmes implemented under similar modality as that of Global Child Project?



KII SHEET

NATIONAL PROJECT STEERING COMMITTEE

national child project Country		
Implementing Agency		
Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



Formation and Composition

1. When was the National PSC for your project established?
2. What is the current number of members in the National PSC, and which organizations or entities do they represent?
3. What were the selection criteria used for National PSC members? (e.g., expertise, experience, stakeholder representation)
4. How does the National PSC composition ensure a balanced representation of diverse perspectives and expertise relevant to the project's goals?

Role and Responsibilities

5. What is the overarching role of the National PSC within the national child project?
6. What are the primary responsibilities and functions of the National PSC in overseeing the national child project's implementation? (e.g., work plan approval, progress reviews, risk management, adaptive management.)
7. How does the National PSC contribute to the overall strategic direction and decision-making of the national child project?
8. How does the National PSC ensure that the project activities and outputs are in accordance with the project document?
9. How does the National PSC review project progress and the achievement of planned results? (e.g., through project progress and financial reports)
10. What specific mechanisms or processes does the National PSC use to monitor and evaluate the progress and performance of the national child project? (e.g., progress reports, site visits, data review)
11. How does the National PSC contribute to the adaptive management of the national child project, ensuring that it remains responsive to emerging challenges and opportunities?
12. How does the National PSC ensure effective communication and collaboration among the project stakeholders, including the IAs, executing partners, and other relevant entities?
13. How does the National PSC facilitate the dissemination and integration of project outcomes into national policies and programmes?
14. What is the role of the National PSC in facilitating collaboration amongst stakeholders and ensuring the timely availability of co-financing sources?
15. Has the National PSC's role or responsibilities evolved throughout the project's implementation? If so, how and why?
16. What were some of the key operational challenges faced by the national PSC in performing its duties? How were these challenges mitigated?
17. Did the national PSC receive the requisite support from its lead implementing agency (IUCN, FAO, UNEP), the GCU, and the Global Child PSC? Please share key examples that demonstrate this support.

Decision-Making and Collaboration

18. How does the National PSC handle decision-making, particularly when there are differing viewpoints among its members?
19. How does the National PSC foster knowledge exchange and learning within the national child project?

Lessons Learned and Recommendations

20. Based on your experience, what are some key lessons learned that could inform the design and implementation of similar future projects?
21. What specific recommendations would you offer to improve the effectiveness and impact of similar future environmental and development programmes?



KII SHEET

EXTERNAL EXECUTING PARTNERS

Implementing Agency		
Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



Background Information

1. What is the core mandate of your organization, and how does it align with the goals of the TRI Programme and national child project?
2. How did your organization become involved in the national child project and the TRI Programme?
3. Has your organization worked with GEF or the TRI IAs before this project? If yes, in what capacity?
4. What was your organization's involvement in the design and planning phase of the national child project? e.g., providing technical input, feasibility assessments.
5. In your opinion, how does the TRI Programme complement your organization's existing projects and strategic goals?

Project Implementation

6. Please provide an overview of your organization's role in the implementation of the national child project.
7. What factors have contributed to the success of your organization's involvement in the project?
8. Were there any barriers or challenges that hindered your organizations' efforts during the project? If yes, how were these addressed?
9. How has the national child project benefited your organization in terms of capacity building, knowledge sharing, or partnership development?

Coordination and Partnerships

10. What coordination mechanisms were in place to support collaboration between your agency and other project stakeholders (national governments, GEF agencies, local communities)?
11. Was your agency part of the National PSC? If so, what was your role within these structures? e.g., advisory role, decision-making
12. In your opinion, what aspects of coordination worked well in ensuring smooth project implementation?
13. Were there any challenges or gaps in coordination between your agency and other partners? How were these addressed, or could they have been improved?
14. How would you assess the collaboration between your agency and the national child project, including the technical assistance provided? e.g., shared resources, technical support.

Gender and Environmental and Social Safeguards

15. How has your agency ensured the inclusion of gender considerations during the implementation of the national child project?
16. What specific steps were taken to ensure that the project benefited both men and women equitably?
17. How did your agency integrate Environmental and Social Safeguards into its project activities?
18. Were there any challenges encountered in meeting gender or ESS standards? How were these addressed?
19. What monitoring systems were in place to track compliance with gender and ESS requirements throughout the project?

Impact and Sustainability

20. In your view, what has been the overall impact of the national child project in contributing to the goals of the TRI Programme? e.g., restoration targets met, improved community livelihoods.
21. How did your agency ensure the sustainability of project activities beyond the project's timeframe?



22. What role will your agency play in the continuation of these restoration efforts after the project ends?
23. How does the success of the national child project contribute to wider environmental goals, such as the Bonn Challenge or national biodiversity strategies?
24. Are there any external factors that may affect the sustainability of the project's achievements? e.g., political instability, funding shortages.

Lessons Learned and Recommendations

25. What key lessons has your agency learned from its involvement in the national child project and the TRI Programme?
26. What recommendations would you provide for future projects aiming to achieve similar restoration or conservation outcomes?



KII SHEET

ADDITIONAL PARTNERS

Organization		
Date of KII		
Starting Time of KII		
Finishing Time of KII		
Name of Respondent	Designation	Contact Details



1. How does the mandate of your organization align with the objectives of the TRI Programme?
2. What activities have your organization been directly involved in or contributed to within the national TRI child projects
3. Were there any factors (internal or external) that either hindered or facilitated the success of your organization's contributions to the project?
4. Were there any challenges in communication or coordination? If so, how were they addressed?
5. Based on your organization's involvement, what has been the impact of your contributions on the national child projects?
6. How does your organization ensure that the results and tools developed during the project are sustainable and integrated into future restoration efforts?
7. What are the key lessons learned from your organization's participation in the TRI Programme?
8. Based on your experience, what recommendations would you provide to improve future collaborations with similar multi-country programmes?



FGD SHEET

BENEFICIARIES

Country	
Implementing Agency	
Date of FGD	
Starting Time of FGD	
Finishing Time of FGD	



Sr. No.	Name	Gender	Signature/ Thumb Impression
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			



Background: Community and Stakeholder Involvement

1. When did you become involved in the TRI Programme/national child project?
2. How were you informed or invited to participate in the project?
3. Are the project interventions relevant to the needs of your area/community? What motivated you to participate in the project?
4. Were there opportunities for community members to influence decision-making? How?
5. Who were the key stakeholders involved in the decision-making process (community members, local leaders, NGOs, government, etc.)?

Project Implementation

6. What specific project interventions have you been part of? e.g., FLR, capacity-building, training etc. Please provide an overview
7. What role did women, youth, and marginalized groups play in the implementation of the project?
8. Did you face any challenges during the project implementation? e.g., lack of resources, technical issues, issues with Grievance redressal.
9. How were these challenges addressed by the project team or community members?

Impact

10. Did the TRI project result in any improvements to the overall environment/ socio-economic conditions of the project beneficiaries; if yes, please elaborate as follows:
11. How has the project contributed to forest restoration or improved land management in your area?
12. What changes have you observed in the local environment? e.g., improved biodiversity, reduced soil erosion, better water retention.
13. How has the project impacted your community's resilience to climate change? e.g., reduced flooding, improved drought resistance.
14. Have any ecosystems (e.g., forests, wetlands) been restored or protected as a result of the project?
15. How has the project improved your income or created job opportunities?
16. Have there been noticeable changes in poverty levels in your community?
17. How has the project improved access to resources? e.g., water, markets, agricultural inputs.
18. What social benefits have emerged? e.g., improved education, health, or community cohesion.
19. Have there been any specific benefits for women, youth, or indigenous groups?

Sustainability and Long-term Benefits

20. What practices introduced by the project are likely to be sustained by your community after the project ends?
21. Are there any financial mechanisms e.g., community funds, external investments, in place to support continued restoration efforts?
22. What long-term benefits do you anticipate for your community e.g., sustainable livelihoods, continued environmental restoration?
23. How are community members ensuring the sustainability of the project's results?

Knowledge Sharing and Replication

24. Have you shared the knowledge gained from the project with others in your community or neighboring areas? If so, how?
25. Have there been any training sessions or knowledge exchange events where you could share or learn from other communities?



26. Are there opportunities for replicating this project's successes in other regions or communities? If so, how?

Gender and Environmental and Social Safeguards

27. How did the project address gender equity in your community?
28. What role did women and men play in project activities?
29. Were there any environmental or social risks that were identified during the project? How were these mitigated?
30. How were indigenous rights and cultural values respected during the project?

Lessons Learned and Recommendations

31. What lessons did you learn from the project that could improve future interventions?
32. What recommendations would you provide for similar projects in other communities or countries?



TRI Programme

General Information

1. Which stakeholder group do you belong to?
 - a. Donor
 - b. Co-financier
 - c. Implementing partner
 - d. Government stakeholder
 - e. Development partner
 - f. External executing agency
 - g. Programme/project staff (country level)
 - h. Programme/project staff (global level)
 - i. Project beneficiary
 - j. Other (Please specify)
2. What TRI country or region are you involved in?
 - a. Cameroon
 - b. China
 - c. DRC
 - d. CAR
 - e. Guinea-Bissau
 - f. Kenya
 - g. Pakistan
 - h. Sao Tome & Principe
 - i. Tanzania
3. What is your role in the TRI Programme?
 - a. Technical Expert
 - b. Management Staff
 - c. Field Staff
 - d. Beneficiary
 - e. Other (Please specify)

Programme Performance

4. How familiar were you with the concept of FLR before your involvement with the TRI Programme?
 - a. Very familiar
 - b. Somewhat familiar
 - c. Neutral
 - d. Unfamiliar
 - e. Very unfamiliar
5. How would you rate the TRI Programme's overall performance in achieving its goals and objectives?
 - a. Excellent
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very poor
 - f. N/A



6. How would you rate the effectiveness of the TRI Programme's coordination and collaboration among its different IAs and partners?
 - a. Excellent
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very poor
 - f. N/A
7. How would you rate the quality of the knowledge products and tools developed and disseminated by the TRI Programme?
 - a. Excellent
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very poor
 - f. N/A
8. How effective were the capacity-building and knowledge-sharing activities organized by the TRI Programme in enhancing your understanding and implementation of FLR?
 - a. Very effective
 - b. Effective
 - c. Neutral
 - d. Ineffective
 - e. Very ineffective
 - f. N/A
9. How would you rate the TRI Programme's contribution to the policy development process in your country or region?
 - a. Significant contribution
 - b. Moderate contribution
 - c. Neutral
 - d. Limited contribution
 - e. No contribution
 - f. N/A
10. How would you rate the TRI Programme's success in leveraging financial resources for FLR activities in your country or region?
 - a. Excellent
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very poor
 - f. N/A
11. How would you rate the TRI Programme's efforts in monitoring and evaluating the progress of its activities and their impact on the environment and livelihoods?
 - a. Excellent
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very poor
 - f. N/A



12. How would you rate the TRI Programme's contribution to the restoration of degraded and deforested landscapes in your country or region?
 - a. Significant improvement
 - b. Moderate improvement
 - c. Neutral
 - d. Limited improvement
 - e. No improvement
 - f. N/A
13. How would you rate the TRI Programme's impact on the livelihoods of local communities in your country or region?
 - a. Significant improvement
 - b. Moderate improvement
 - c. Neutral
 - d. Limited improvement
 - e. No improvement
 - f. N/A
14. How would you rate the TRI Programme's contribution to biodiversity conservation in your country or region?
 - a. Significant improvement
 - b. Moderate improvement
 - c. Neutral
 - d. Limited improvement
 - e. No improvement
 - f. N/A
15. How would you rate the TRI Programme's contribution to climate change mitigation and adaptation in your country or region?
 - a. Significant improvement
 - b. Moderate improvement
 - c. Neutral
 - d. Limited improvement
 - e. No improvement
16. How would you rate the TRI Programme's overall sustainability and the likelihood that its benefits will continue after project completion?
 - a. Highly sustainable
 - b. Sustainable
 - c. Neutral
 - d. Unsustainable
 - e. Highly unsustainable
 - f. N/A

Global Child Project

Background Information

1. Which stakeholder group do you belong to?
 - a. Implementing Agency
 - b. Donor



- c. Co-financier
 - d. Development Partner
 - e. Government Stakeholder
 - f. External Executing Agency
 - g. Programme/Project Staff (Country Level)
 - h. Programme/Project Staff (Global Level)
 - i. Project Beneficiary
 - j. Other (Please Specify)
2. What TRI country or region are you involved in?
- a. Cameroon
 - b. China
 - c. DRC
 - d. CAR
 - e. Guinea-Bissau
 - f. Kenya
 - g. Pakistan
 - h. Sao Tome & Principe
 - i. Tanzania
3. What is your role in the project?
- a. Technical Expert
 - b. Management Staff
 - c. Field Staff
 - d. Beneficiary
 - e. Other (Please specify)

Effectiveness

4. How effective has the Global Child Project been in coordinating and supporting FLR activities across the different national child projects?
- a. Very effective
 - b. Effective
 - c. Neutral
 - d. Ineffective
 - e. Very ineffective
 - f. N/A
5. How effectively has the Global Child Project consolidated and shared knowledge and lessons learned on FLR both within the Programme and externally?
- a. Very effectively
 - b. Effectively
 - c. Neutral
 - d. Ineffectively
 - e. Very ineffectively
 - f. N/A
6. How effective has the Global Child Project been in engaging with decision-makers to promote policies that support FLR?
- a. Very effective
 - b. Effective
 - c. Neutral
 - d. Ineffective
 - e. Very ineffective



- f. N/A
- 7. How effective has the Global Child Project been in mobilizing financial resources and supporting the development of bankable FLR projects?
 - a. Very effective
 - b. Effective
 - c. Neutral
 - d. Ineffective
 - e. Very ineffective
 - f. N/A
- 8. How effective has the Global Child Project been in supporting the monitoring and evaluation of FLR, including its impact on biodiversity?
 - a. Very effective
 - b. Effective
 - c. Neutral
 - d. Ineffective
 - e. Very ineffective
 - f. N/A
- 9. How effectively has the Global Child Project collaborated with other initiatives and organizations working on FLR?
 - a. Very effectively
 - b. Effectively
 - c. Neutral
 - d. Ineffectively
 - e. Very ineffectively
 - f. N/A

Impact

- 10. How would you rate the overall impact of the Global Child Project on the TRI Programme?
 - a. Highly positive
 - b. Positive
 - c. Neutral
 - d. Negative
 - e. Highly negative
 - f. N/A
- 11. To what extent has the Global Child Project contributed to the achievement of the TRI Programme's global environmental and development objectives?
 - a. To a great extent
 - b. To some extent
 - c. Neutral
 - d. To a limited extent
 - e. Not at all
 - f. N/A
- 12. Has the Global Child Project led to any unintended positive or negative environmental or social impacts at the local, national, or global level?
 - a. Significant positive impact
 - b. Moderate positive impact
 - c. Neutral
 - d. Moderate negative impact
 - e. Significant negative impact



f. N/A

Sustainability

13. How sustainable do you consider the outcomes and impacts of the Global Child Project to be in the long term?
 - a. Highly sustainable
 - b. Sustainable
 - c. Neutral
 - d. Unsustainable
 - e. Highly unsustainable
 - f. N/A
14. What factors do you think will contribute most to the long-term sustainability of the Global Child Project's outcomes? (Select all that apply)
 - a. Continued funding for FLR activities
 - b. Supportive policies and regulations
 - c. Strong local community engagement
 - d. Effective knowledge sharing and capacity building
 - e. Other (Please specify)
15. What factors could potentially threaten the sustainability of the Global Child Project's outcomes? (Select all that apply)
 - a. Lack of funding
 - b. Policy changes
 - c. Loss of community interest
 - d. Inadequate capacity
 - e. Other (Please specify)
 - f. N/A

Learning and Adaptation

16. How effectively has the Global Child Project learned from its experiences and adapted its activities to improve its effectiveness?
 - a. Very effectively
 - b. Effectively
 - c. Neutral
 - d. Ineffectively
 - e. Very ineffectively
 - f. N/A
17. How would you rate the Global Child Project's ability to respond to emerging challenges and opportunities related to FLR?
 - a. Excellent
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very poor
 - f. N/A
18. How effectively has the Global Child Project shared lessons learned and best practices with other relevant initiatives and organizations?
 - a. Very effectively
 - b. Effectively
 - c. Neutral



- d. Ineffectively
- e. Very ineffectively
- f. N/A



Annex 4: List of Documents Reviewed

S. No.	Document Title
1	TRI Programme Framework
2	Global Child Project Document
3	Project Document - Cameroon
4	Project Document - CAR
5	Project Document - China
6	Project Document - DRC
7	Project Document – Guinea-Bissau
8	Project Document - Kenya
9	Project Document - Pakistan
10	Project Document - Sao Tome & Principe
11	Project Document - Tanzania
12	TRI Programme Workplans
13	National child project Workplans
14	Global Child Project Final Evaluation
15	Global Child Project MTR
16	National child projects MTRs
17	National child projects Final Evaluations
18	TRI CIs
19	Stakeholder Engagement Plans
20	TRI MEL Frameworks
21	TRI Programme Progress Reports (2020 - 2024)
22	Global Child PIRs (2020 - 2024)
23	national child project PIRs (2020 - 2024)
24	Webinar and Workshops Reports
25	PAC Meeting Minutes
26	Biodiversity Assessments
27	Project Cooperation Agreements



Annex 5: List of People Met

Stakeholder Type	Stakeholders	Name
Donor	GEF	Mr. Ulrich Apel
Advisory Committee	PAC	Ms. Tiina Vahanen
		Mr. Ivo Mulder
		Mr. James Ndufa
Governing Bodies	Global Child PSC	Ms. Carole Saint-Laurent
		Mr. Christophe Besacier
	GCU	Mr. Joshua Schneck
	National PSC	Dr. Unusa Haman
		Prof. MA Keping
		Mr. James Ndufa
		Mr. Syed Ghulam Qadir Shah
		Ms. Parveen Ejaz
		Mr. Muhammad Afrasiyab
		Mr. Meyer Madre de Deus do Rosário António
		Dr. Damas W. Mapunda
Implementing Agency	IUCN	Mr. Florian Reinhard
		Ms. Adriana Vidal
	FAO	Mr. Benjamin De Ridder
		Mr. Christophe Besacier
Main Executing Partners/PMUs	UNEP	Mr. Jonathan Gheysens
	Cameroon	Mr. Rene Kaam
		Mr. Durai Jayaraman
		Ms. Nekdem Flore
	CAR	Mr. Adam Maxime Gbaramaetong
		Mr. Henry Nguerekongbo
		Ms. Nanie Mboli
	China	Ms. Jing Liu
		Ms. Yuting Liu
	DRC	Mr. Nzale Ndjala Sumaili
		Mr. Kibangu Mwemeli
		Mr. Lebeau NgoyMbayaWaNyenga
	Guinea-Bissau	Mr. Abilio Said
		Dr. Jean-Louis Sanka
		Mr. Rui Daniel Barbosa de Andrade
	Kenya - ASAL	Mr. Elijah Mboko
		Mr. Meshack Muga
	Kenya - Tana Delta	Mr. Paul Matiku
		Mr. Rudolf Makhanu
		Ms. Milka Musyoki
		Ms. Carol Kabilu
		Mr. James Mutunga
		Mr. Paul Gacheru



Stakeholder Type	Stakeholders	Name
		Mr. Denvas Gekonde
		Ms. Caroline Ng'weno
	Pakistan	Mr. Faizul Bari
	STP	Mr. Marco Pagliani
		Mr. Faustino da Conceição Neto de Oliveira
		Mr. Salvador Valério de Sousa Pontes
	Tanzania	Mr. Doyi Manzele
		Mr. Frank Mtosho
Other Executing Partners	Bridge for Billions	Ms. Marie Christelle Igihozo



Annex 6: Evaluation Matrix – TRI Programme

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
Relevance: Assess the relevance of the TRI programme to align and respond to the global challenge and country needs to restore ecosystem and improving livelihoods through the restoration of priority degraded and deforested landscapes				
1. To what extent were the TRI programme objectives and approach congruent with international and GEF strategic priorities and objectives?	1.1. To what extent did the TRI programme objectives align with the international environmental agreements and commitments	- Alignment and contribution to IUCN, FAO, and UNEP goals. - Alignment between TRI programme objectives and international environmental agreements and commitments (e.g., Bonn challenge, CBD Aichi Targets, UNFCCC, UNCCD)	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, relevant policy, and strategy frameworks in TRI countries, PIRs etc.) - Stakeholder interviews	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
	1.2. To what extent did the TRI programme approach align with the GEF strategic priorities and objectives	Alignment between TRI programme approach and GEF strategic priorities and objectives (e.g., biodiversity conservation, climate change mitigation, sustainable land management)		
2. How appropriate and relevant were the TRI programme objectives and approach with regards to responding to the environmental and development priorities of the participating countries ?	2.1. To what extent did the TRI programme address the environmental challenges (e.g., deforestation, land degradation, biodiversity loss) identified by the participating countries?	Alignment between TRI programme objectives and national environmental priorities		
	2.2. To what extent did the TRI programme	Alignment between TRI programme objectives and		

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	address the development challenges (e.g., poverty alleviation, livelihood improvement, food security) identified by the participating countries?	national development priorities		
Coherence: Assess the coherence of the TRI programme with the situational analysis and the problems identified at country level, its link with the priority areas of the GEF, IAs and international priorities.				
3. To what extent did the theory of change, governance structure, child projects' objectives, and M&E system align with programme objectives?	3.1 To what extent does the programme's Theory of Change align with the programme objectives?	Clarity and coherence of the theory of change, evidence of its use in programme design and implementation	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, MEL frameworks, PIRs etc.) - Stakeholder interviews	
	3.2 To what extent does the M&E system align with the programme objectives?	Appropriateness of the M&E framework, quality of data collection and reporting, evidence of the use of M&E data for decision-making		

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	3.3 To what extent does the governance structure align with the programme objectives?	Clarity of roles and responsibilities, evidence of effective communication and collaboration		
	3.4 To what extent do the child projects' objectives align with the programme objectives?	Alignment between child project objectives and programme objectives		
4. How appropriate were the TRI programme objectives for tackling the drivers of environmental challenges it sought to address?	4.1 To what extent did the TRI programme objectives address the root causes of deforestation and land degradation in the participating countries?	Evidence of identification of deforestation and land degradation root causes in TRI country programme design	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, PIRs etc.) - Stakeholder interviews	
5. To what extent the TRI programme incorporated lessons from past similar GEF investments or other relevant programmes?	5.1 Were lessons from past GEF investments or other relevant programmes identified, documented, and integrated into the TRI	- Presence of lessons learned analysis in project documents - References to past experiences in programme design and implementation strategies	Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents)	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	programme's design and implementation?		Stakeholder interviews	Partner/PMU, National PSC etc.)
6. To what extent were socioeconomic trade-offs considered by the TRI programme?	6.1 How well does the TRI programme align its socioeconomic considerations with its environmental objectives at the country level?	Alignment of socioeconomic factors with environmental objectives in TRI country programme design	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, PIRs etc.) - Stakeholder interviews	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
7. How compatible was the TRI programme with other programmes, projects, initiatives being implemented in the participating countries?	7.1 To what extent did the TRI programme's objectives and activities complement or overlap with other ongoing initiatives in the participating countries?	Evidence of collaboration, synergy, or duplication with other programmes/projects	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, PIRs etc.) - Stakeholder interviews	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
Effectiveness: Assess the effectiveness of the TRI programme in achieving its objectives throughout its four components and provide clear insights about what has and has not worked and why. highlight how external factors, such as the COVID-19 pandemic, have affected the programme and how the child project adapted to this situation.				
8. To what extent has the TRI Programme delivered	8.1 How effective has the TRI Programme been in	Number of pledges or commitments made by TRI	Desk review (incl. Project documents,	Interviews with Donor, PAC, GCU, Global PSC,

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
on its outputs and outcomes? What broader benefits (if any) has the programme had? In particular:	increasing national and sub-national commitment to (FLR)in TRI countries as part of the Bonn Challenge?	countries as captured on the Barometer Restoration Platform • Inclusion of FLR targets in national policies or frameworks, such as NBSAP or NDC • References to TRI-supported FLR initiatives in national policy documents, public statements, or country reports • Level of engagement of TRI countries in international forums focused on FLR such as Bonn Challenge	PIRs, Programme reports etc.) • Stakeholder interviews • Online survey	Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) • Online survey
	8.2 How effective has the TRI Programme been in supporting national and sub-national policy and regulatory frameworks (e.g., new policies, budget increases, framework alignment) for restoration, sustainable land management, and the maintenance and enhancement of carbon stocks in forests and other land uses?	• Number of new or improved policies and regulatory frameworks* adopted that support (FLR) • Evidence of increased budgetary allocations for FLR and SLM at national and sub-national levels		

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	8.3 How effective has been the TRI Programme in integrating landscape management practices and restoration plans (e.g., hectares under restoration, adoption of practices, improved biodiversity) implemented by government, private sector, and local community actors	- Area of landscapes under improved practices (hectares; excluding protected areas) - Greenhouse Gas Emission Mitigated (tCO₂eq) - Adoption of integrated landscape management practices by different actors (government, private sector, local communities) - Evidence of improved ecosystem health and biodiversity in restored areas	- Desk review (incl. Project documents, PIRs, Programme reports etc.) - Stakeholder interviews - FGD with beneficiaries - Online survey	- Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) - FGDs with project beneficiaries - Online survey
	8.4 What were the key external factors (e.g., policy environment, socio-economic conditions, COVID-19 pandemic) that influenced the performance of child projects?	Assess Programmatic changes due to internal and external factors (e.g., changes in policy or regulatory frameworks, economic fluctuations, social unrest, natural disasters, and the impact of the COVID-19 pandemic)	- Desk review (incl. Project documents, Programme reports and PIRs) - Stakeholder interviews - Online survey	- Interviews with Implementing agencies, PAC, GCU, PSC, National Stakeholders (TRI country project staff, Main Executing Partner/PMU, and Additional partners) - Online survey
	8.5 How effective has the TRI Programme been in strengthening institutional capacities and financing arrangements (e.g., institutional capacity-building, financing mechanisms, fund	Number of cross-sectoral (e.g., agriculture, forestry, transportation, energy, etc.) coordination mechanisms and/or frameworks incorporating and supporting	- Desk review (incl. Project documents, PIRs, programme reports, financial reports) - Stakeholder interviews	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	mobilization) in place to allow for and facilitate large-scale restoration and maintenance of critical landscapes and diverse ecosystem services in TRI countries?	restoration established/strengthened at national and sub-national levels in TRI countries. • Number of institutions with enhanced capacity for FLR and SLM • Evidence of new or strengthened financing mechanisms for FLR and SLM • Value of resources (public, private, development partners) flowing into restoration initiatives in TRI countries. • Number of “bankable” restoration projects developed & submitted • Amount of funds mobilized for FLR and SLM through the programme	• Online survey	Executing Partners, National PSC etc.) • Online survey
	8.6 How effective has the TRI Programme been in increasing effectiveness of Programme investments among Programme stakeholders; and improving knowledge of best practices on restoration (e.g., knowledge products, stakeholder engagement,	• # of TRI knowledge products developed, disseminated, and accessed through relevant knowledge platforms • Evidence of knowledge sharing and learning among programme stakeholders • High-quality TRI-supported South-South exchanges that address restoration	• Desk review (incl. Project documents, knowledge products, workshops, PIRs) • Stakeholder interviews • FGDs • Online survey	• Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) • FGDs with project beneficiaries

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	outreach efforts among key external audiences and other donors?			Online survey
9. What are the factors that affected the delivery of outputs and outcomes across that of the different child projects? Did these factors lead to a substantial difference in the performance of the child projects?	9.1. What were the key internal factors (e.g., project design, management capacity, technical expertise) that influenced the performance of child projects?	Quality of project design, clarity of objectives, adequacy of resources, and effectiveness of project management by the lead agency (IUCN) with cooperation from other implementing partners (UNEP, FAO)	- Desk review (incl. Project documents, and PIRs) - Stakeholder interviews	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
Efficiency: Assess the efficiency of the TRI programme in terms of building synergies between the child projects and efficiencies at scale; The use of resources and value for money through the delivery of the TRI Global Child Project.				
10. How well did the lead Agency (IUCN) lead and coordinate the programme and how well did the other Agencies (FAO and UNEP) perform their responsibilities as relevant to overall programme progress and performance? How well did the 3 Agencies collaborate with each other?	10.1 Is there a clear and effective governance structure in place to facilitate coordination and decision-making among the three agencies?	- Operational plans - Collaboration meetings - Documented roles and responsibilities - others	- Desk review (incl. Project documents, PIRs, PCAs/MoUs, meeting minutes etc.) - Stakeholder interviews	Interviews with Implementing agencies, GCU, PAC, Global PSC, National PSC Main executing Partners/PMU
11. To what extent has the TRI Programme been implemented	11.1. Were project resources (time, human resources,	Timely disbursement of funds	Desk review (incl. Project financial	Interviews with Implementing

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
efficiently and cost-effectively? Has project management been able to adapt to any changing conditions to improve the efficiency of project implementation?	and financial) allocated and utilized in a way that maximized output and outcomes?	- Assessment of whether project activities were implemented within the allocated timeframe - Assigned vs. planned HR - Staff turnover rates	reports, Project work plans, organogram, staff turnover, Project documents, and PIRs) Stakeholder interviews	agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
	11.2. Did the programmatic approach facilitate effective coordination and collaboration among child projects and stakeholders?	- Evidence of regular communication and information sharing among IAs, child projects and stakeholders (e.g., workshops, seminars etc.) - Frequency of meetings of the Steering Committee, GCU, and the Project Advisory Committee (PAC); Effective Participation of stakeholders	- Desk review (incl. Project documents, and PIRs) - Stakeholder interviews	
	11.3. Did the project management demonstrate flexibility and adaptability in response to unforeseen challenges or changes in the operating environment?	Documentation of any changes made to project plans, activities, or budgets in response to challenges at the global and national levels	- Desk review (incl. Project documents, and PIRs) - Stakeholder interviews	Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
12. Has the programmatic approach promoted by the TRI Programme led to the most effective use of TRI resources, costs savings and to efficiencies of scale in the provision of coordination and technical support?	12.1. Did the programmatic approach lead to cost savings or efficiencies compared to a project-by-project approach?	• Comparison of actual costs with estimated costs of implementing similar activities • Evidence of efficiencies at programme level	• Desk review (incl. Project financial reports, Project work plans, Project documents, and PIRs) • Stakeholder interviews	• Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
	12.2. Were there any changes to resource allocations as a result of budget revision? Determine if these changes were appropriate.	• Number of budget revisions made • Number of activities affected by budget revisions		
	12.3. How effective is the Project financial reporting and planning in terms of making informed decisions regarding the resources?	• Timeliness of financial reports • Percentage of budget utilized as planned • Existence and functionality of financial tracking systems		
Impact: Assess the progress towards desired impacts of the TRI Programme– and provide clear indications about the positive and negative, intended, and unintended changes that resulted from the TRI programme interventions.				
13. To what extent TRI programme was able to make a significant global contribution to restoring ecosystem	13.1. Has there been a measurable improvement in ecosystem health in the targeted landscapes?	• Area of land undergoing restoration • Area of landscapes under improved practices • Greenhouse Gas Emissions Mitigated	• Desk review (incl. Project documents, PIRs, Programme Reports, Child project evaluations, impact	• Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
functioning and improving livelihoods?		- Changes in biodiversity indices - Tons of carbon sequestered - Improvements in soil health metrics - Changes in water quality parameters	- assessments, Project monitoring data) - Stakeholder interviews - FGDs - Online survey	- Partner/PMU, External Executing Partners, National PSC etc.) - FGDs with selected project beneficiaries - Online survey
	13.2. Have there been improvements in livelihoods for communities in the project areas?	- Changes in income levels - Improvement in food security indicators - Access to resources		
14. Is there any evidence that shows that the TRI Programme had impacts beyond its direct zone of intervention? If so, what are the specific elements of the Programme that are being adopted?	14.1. Have TRI approaches, tools, or methodologies been adopted or adapted by other restoration initiatives or programmes outside the original project areas?	Documentation of adoption by other initiatives at institutional levels	- Desk review (incl. Project documents, PIRs, Programme Reports, Child project evaluations, impact assessments, Project monitoring data) - Stakeholder interviews - Online survey	- Interviews with Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) - Online survey
15. Were there any unintended consequences, both positive and negative, of the Programme?	15.1. Did the programme lead to any unexpected environmental or social outcomes, either positive or negative?	Unexpected changes in ecosystem health or biodiversity	Desk review (incl. Project documents, PIRs, Programme Reports, Child project evaluations, impact	Interviews with Implementing agencies, National stakeholders (Main Executing Partner/PMU, External

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	15.2. Did any of the project activities or interventions have unintended consequences on specific stakeholder groups	Impacts (positive or negative) on vulnerable groups (e.g., women, marginalized communities, Indigenous people)	assessments, Project monitoring data) - Stakeholder interviews - FGDs - Online survey	Executing Partners, National PSC etc.) FGDs with project beneficiaries Online survey
Sustainability: Assess the sustainability of the TRI programme achievements and likeliness to see these benefit continue in the longer term				
16. What is the likelihood that results will be useful or persist after the end of the TRI Programme?	16.1. To what extent have the TRI programme outputs and outcomes been integrated into national and/or local policies, strategies, or plans?	- Level of Stakeholder Engagement and Commitment - Knowledge Uptake among Key Stakeholders - Funding Flowing into Restoration Initiatives - New or improved policies and regulatory frameworks* adopted that support (FLR) - Evidence of policy or strategy revisions, references to the programme in official documents	- Desk review (incl. Project documents, PIRs, Exit plan/strategy) - Stakeholder interviews - Online survey	- Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) - Online survey
17. What are the chances to see initiatives developed under the TRI programme replicated elsewhere or scaled up?	17.1. Have the TRI programme developed any tools, methodologies, or approaches that can be easily adapted and applied in other contexts?	- TRI knowledge products developed, disseminated, and accessed through relevant knowledge platforms. - evidence of their use or adaptation in other projects or programmes		
	17.2. Is there evidence of interest or demand	Evidence of Expressions of interest from other stakeholders	Desk review (incl. Project documents,	Interviews with Donor, PAC, GCU, Global PSC,

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	from other countries or regions to adopt or replicate the TRI programme or Global Child Project's initiatives?	interested in adopting or replicating the TRI programme or Global Child Project's initiatives	PIRs, Exit plan/strategy) Stakeholder interviews	Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
18. Are there any financial, institutional, environmental, social, or political risks that could jeopardize the permanence of the programme results?	18.1. Are there any ongoing financial commitments or sustainable funding mechanisms in place to support the continuation of programme benefits after the project ends?	Number of bankable projects developed & submitted - Evidence of income-generating activities linked to programme outcomes	- Desk review (incl. Project documents, PIRs, Risk assessments, Exit plan/strategy) - Stakeholder interviews	Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
	18.2. Are there any risks or challenges related to the capacity of institutions, environmental or social factors, or political and governance issues that could negatively impact the long-term sustainability of the programme's outcomes?	- Capacity assessments of institutions and availability of trained personnel - Environmental impact assessments - Political stability assessments	- Desk review (incl. Project documents, PIRs, Risk assessments, Exit plan/strategy) - Stakeholder interviews - Online survey	- Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) - Online Survey
Monitoring & Evaluation				

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
19. To what extent were the Monitoring, Evaluation and Learning (MEL) framework, guidance, and related tools adequate and effective? How effectively has the Global Child project supported national projects to report against the nine core indicators identified for TRI?	19.1. Was the MEL framework aligned with the TRI programme's objectives and outcomes, and were the guidance and tools user-friendly and helpful for national projects?	- Program monitoring system successfully developed and supporting implementation and adaptive management of child projects. - Clarity of the MEL framework, alignment of indicators with outcomes, and existence of a data collection and analysis plan	- Desk review (incl. Project documents, PIRs, M&E plans, M&E databases) - Stakeholder interviews	Interviews with PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
	19.2. How effective was the Global Child project in supporting national projects to report against the nine core indicators?	- Timeliness and completeness of reporting, quality of data provided - Identified gaps and challenges in reporting data		
20. To what extent the resources allocated for M&E were sufficient and used adequately?	20.1. Was the budget allocated for M&E activities realistic and sufficient? If no, how did this affect the overall implementation	- Comparison of allocated budget with actual expenditures - Challenges faced in case of insufficient funds	- Desk review (incl. Project documents, PIRs, Financial reports etc.) - Stakeholder interviews	
Programme Co-financing				
21. What type of co-financing was mobilized by the TRI Programme?	21.1. What were the various sources and types of co-financing leveraged by the TRI Programme (e.g., grants, loans, in-kind contributions, etc.)?	Breakdown of co-financing by source	Desk review (incl. Project documents, PIRs, Financial reports, co financing agreements)	Interviews with Implementing agencies, National stakeholders (Main Executing Partner/PMU, External

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
22. To what extent did the expected co-financing materialize and how timely was it delivered?	22.1. Did the mobilized co-financing meet the initial expectations outlined in the programme design? If not, what were the reasons for any shortfalls or excesses?	• Comparison of expected vs. actual co-financing amounts • Identification and assessment of factors that resulted in excess or shortfall	• Stakeholder interviews	Executing Partners, National PSC etc.)
	22.2. Was the co-financing delivered in a timely manner to support programme implementation? Were there any delays, and if so, how did they impact programme activities?	• Timeline of co-financing disbursement, any reported delays, and their impact on project implementation		
Environmental and Social Safeguards				
23. To what extent were the applied environmental and social safeguards appropriate, especially in the design and implementation of Child Projects?	23.1. Were the environmental and social safeguards integrated into the project design and implementation phases, and were they implemented effectively to mitigate potential risks and impacts?	• Evidence of environmental, social and governance (ESG) plans for Child Projects • Evidence of stakeholder consultations and participation in the development and implementation of safeguards	• Desk review (incl. Project documents, PIRs, ESG plans) • Stakeholder interviews	• Interviews with PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.)
Gender				

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
24. To what extent were gender considerations addressed in designing and implementing the TRI Programme, including in its Child Projects?	24.1. Were gender considerations integrated into the design and implementation of the TRI Programme and its Child Projects?	- Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment - Existence of gender-disaggregated data collection and reporting mechanisms - Evidence of gender analysis informing project design and implementation strategies - Implementation of activities specifically targeting women's economic empowerment and gender equality	- Desk review (incl. Project documents, PIRs, Gender Strategy, Workplans, M&E databases) - Stakeholder interviews - FGDs - Online survey	- Interviews with PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) - FGDs with project beneficiaries
Stakeholder Engagement				
25. To what extent did the programme engage with the relevant stakeholders, including the private sector, civil society organizations, government agencies, and programme beneficiaries?	25.1. Were the diverse perspectives and needs of different stakeholder groups adequately considered and incorporated into the programme's design, implementation, and decision-making processes?	- Evidence of stakeholder consultations at design phase - Inclusion of stakeholder perspectives in programme design documents - Evidence of diverse stakeholder representation in programme governance structures or advisory committees - Adaptation of programme strategies or activities based on stakeholder feedback	- Desk review (incl. Project documents, PIRs, stakeholder engagement plans) - Stakeholder interviews - FGDs - Online survey	- Interviews with Donor, PAC, GCU, Global PSC, Implementing agencies, National stakeholders (Main Executing Partner/PMU, External Executing Partners, National PSC etc.) - FGDs with project beneficiaries - Online surveys
Fiduciary Standards				
26. To what extent were fiduciary standards applied during TRI Programme	26.1. Were the fiduciary standards applied during the TRI Programme	Extent of adherence to GEF fiduciary standards	Desk review (incl. Project documents, PIRs)	Interviews with Implementing agencies, National stakeholders (Main

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
implementation and how consistent were these standards with GEF fiduciary standards?	implementation consistent with GEF fiduciary standards?		Stakeholder interviews	Executing Partner/PMU, External Executing Partners, National PSC etc.)

Annex 7: Progress Towards Results

Core Indicator 1

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
Policies and regulatory frameworks that support FLR	7	6	1	4	2	3	13	4	5	2
Progress to date	6	2	2	5	2	13	13	3	6	9
% achieved	86%	33%	200%	125%	100%	433%	100%	75%	120%	450%

Core Indicator 2

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
CI 2: Area under restoration (ha) – End of Project Target	1,000	3221	208,919	2,250	2,700	4,000	60,752	4,400	11,800	22,755
Progress to date	825	501	229,831	2,163	2,533	2,408	60,299	5,279	9,683	43,385
% achieved	83%	16%	110%	96%	94%	60%	99%	120%	82%	191%

Core Indicator 3

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
CI 3: Increased area under improved practices* (ha) – EoP Target	6,000	2,665	208,919	2,250	1,500	152,661	130,000	34,400	23,700	87,245
Progress to date	17,571	300	229,831	3,145	1,600	193,931	116,000	66,756	23,226	62,805
% achieved	293%	11%	110%	140%	107%	127%	89%	194%	98%	72%

Core Indicator 4

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
CI 4: Greenhouse gas emissions mitigated (tCO₂eq) – Direct (EoP Target)	39,046	15,191,511	3,640,000	1,064,457	520,493	5,954,109	39,745,285	2,782,420	12,856,812	4,700,000
Progress to date (Direct) EoP	243,796	-	6,096,021	1,366,796	482,049	-	19,488,000	-	-	6,810,000
% achieved (Direct)	624%	0%	167%	128%	93%	0%	49%	0%	0%	145%
CI 4: Greenhouse gas emissions mitigated (tCO₂eq) – Indirect (EoP Target)	1,565,160	12,005,914	7,620,000	7,386,110	TBD	5,134,020	20,058,874	7,946,641	4,821,984	2,496,339
Progress to date (Indirect)	4,142,310	-	8,272,649	-	-	-	-	-	-	4,918,720
% achieved (Indirect)	265%	0%	109%	0%	#VALUE!	0%	0%	0%	0%	197%

Core Indicator 5

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
CI 5: # of direct beneficiaries – End of Project Target	2,000	6,000	35,000	30,000	9,000	51,808	26,395	100,000	17,000	400,000
Progress to date	5,009	4,630	63,000	57,086	11,657	57,466	41,656	121,552	16,439	96,200
% achieved	250%	77%	180%	190%	130%	111%	158%	122%	97%	24%

Core Indicator 6

National Child Project/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
CI 6: # of cross-sectoral mechanisms – End of Project Target	2	1	3	1	1	1	2	4	1	1
Progress to date	7	1	14	2	1	6	2	2	1	19

National Child Project/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
% achieved	350%	100%	467%	200%	100%	600%	100%	50%	100%	1900%

Core Indicator 7

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
End of Project Target	N/D	10,400,000	13,500,000	12,381,530	500,000	40,000,000	N/D	10,435,443	16,700,000	N/D
Progress to date (USD)	4,595,781	27,932,420	42,000,000	29,475,000	909,570	48,907,002	24,289,912	26,478,240	8,934,300	Not reported
% achieved	N/D	269%	311%	238%	182%	122%	N/D	254%	53%	N/D

Core Indicator 8

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
CI 8: # Bankable restoration projects - End of Project Target	2	2	7	4	1	3	3	2	5	7
Progress to date	0	0	7	56	2	7	0	2	8	0
% achieved	0%	0%	100%	1400%	200%	233%	0%	100%	160%	0%

Core Indicator 9

Country/Core Indicator	Cameroon	CAR	China	DRC	Guinea-Bissau	Kenya ASAL	Kenya Tana Delta	Pakistan	STP	Tanzania
# of Best practices published	15	3	30	11	5	10	40	10	4	ND
Progress to date	16	15	45	8	5	28	29	28	38	8
% achieved	107%	500%	150%	73%	100%	280%	73%	280%	950%	#VALUE!

Annex 8: Cameroon Case Study

Integrating FLR and Sustainable Livelihoods: A Case Study from Cameroon

Background

The Cameroon Child Project was designed to address land degradation, biodiversity loss, and climate change while improving the livelihoods of local communities. Cameroon's forests, covering approximately 20 million ha, played a vital role in carbon sequestration, biodiversity conservation, and supporting local economies. However, between 1990 and 2010, nearly 4.4 million ha of forest were lost due to agricultural expansion, unsustainable resource extraction, weak land tenure systems, and population pressure. This deforestation and degradation significantly threatened ecosystem services, biodiversity hotspots, and the well-being of communities reliant on forest resources. In response, the project supported FLR efforts to ensure a balance between environmental conservation and sustainable development.

TRI Interventions

By promoting the sustainable use of indigenous plant species and tree products such as bamboo, wild mango, and njansang, the project aimed to rehabilitate degraded forests, enhance biodiversity, reduce GHG emissions, and create economic opportunities for communities engaged in NTFP value chains. The intervention was implemented across four key landscapes: Douala-Edéa, Waza-Logone, Mbalmayo, and Bakossi-Bayang-Mbo, selected for their high restoration potential, ecological significance, and vulnerability to land degradation. In Douala-Edéa, where mangrove ecosystems were under threat from charcoal production and agricultural expansion, FLR efforts focused on restoring *Rhizophora racemosa*, which is prized by local communities for its use in smoking fish, which imparts a desirable color to the fish. Meanwhile, in Waza-Logone, severe desertification driven by climate change and overgrazing posed significant challenges to local livelihoods and food security. Across these landscapes, restoration efforts were tailored to specific environmental pressures and socio-economic needs.

TRI Contributions

A key aspect of the project was its contribution to policy development, including the Action Plan (2021-2030) for the Restoration of Land and Forest Landscapes and the FLR Policy Influencing Plan (PIP), which provided a national framework for land rehabilitation. The introduction of the Agroforestry Notebook was particularly significant, offering legal recognition to farmers engaged in NTFP cultivation and enabling them to trade their products without costly administrative hurdles. The project also prioritized the development of NTFP and bamboo-based value chains, which were supported through technical training in furniture-making, charcoal production, and handicrafts. To strengthen market access, an electronic platform was developed, facilitating direct trade between suppliers and buyers. Women's cooperatives saw notable benefits, particularly in neem oil production, where processing equipment improved productivity by 40 percent and increased employment opportunities.

Restoration efforts also focused on ensuring that farmers had access to high quality planting materials. By introducing innovative nursery networks, the project reduced reliance on external suppliers and increased the availability of seedlings for FLR activities. The Mayo Sava departmental monitoring



committee played a crucial role in coordinating stakeholders, improving tree survival rates, and aligning restoration activities with community needs. Participatory decision-making was also central to the project, allowing local communities to select species that aligned with their economic and cultural needs, thus fostering long-term engagement in FLR.

While the project fell short of its original land restoration target (14%³⁷), it exceeded expectations in improving land-use practices, achieving 293 percent of its goal through agroforestry and sustainable harvesting methods. The environmental impact was also significant, with carbon emissions reduction reaching 624 percent of the project's direct mitigation target and 265 percent of its indirect target. Farmers who adopted agroforestry techniques reported increased soil fertility and improved crop yields, reinforcing the ecological benefits of FLR. Socio-economic outcomes were equally positive, with over 500 farmers engaging in FLR-based activities, many of whom benefited from direct market access. The Agroforestry Notebook enhanced land tenure security, removing barriers that previously hindered farmers from commercializing their forest products. The increased production of neem oil resulted in greater financial independence for women-led cooperatives, with some reinvesting earnings into sorghum cultivation and other agricultural ventures.

Bamboo emerged as a particularly promising economic driver. Farmers learned that it could thrive in non-swampy areas, leading to large-scale plantations. With demand growing in urban markets, bamboo stems were selling for USD 2 per 4-meter stem in cities like Yaoundé, positioning project beneficiaries for substantial economic returns once their plantations matured. Government policies restricting the felling of trees for construction further incentivized the use of bamboo for scaffolding, creating additional market opportunities. The integration of knowledge-sharing initiatives, such as the Yale University ELTI FLR online course and exchange visits, reinforced best practices among farmers, while the establishment of nurseries at the Ecole Nationale des Eaux et Forêts (ENEF) ensured a lasting supply of seedlings even beyond the project's duration.

The experience of the Cameroon Child Project underscored the importance of community participation in ensuring long-term restoration success. The ability of local communities to select species relevant to their economic and cultural priorities led to a greater sense of ownership and a commitment to sustaining restoration efforts. The success of the Agroforestry Notebook demonstrated that secure land tenure was essential for incentivizing sustainable practices, and future initiatives should aim to expand financial access, particularly for women-led cooperatives. Strengthening private sector engagement and improving access to water resources will be key to scaling up FLR efforts. By integrating policy support, restoration techniques, and community-driven economic models, the project provided a replicable approach to balancing environmental conservation with sustainable development. Expanding market-based incentives, streamlining policy implementation, and addressing water challenges will be critical to ensuring the continued success of FLR initiatives in Cameroon.

Challenges

Despite its success, the project encountered several challenges. Security constraints in the Bakossi-Bayang Mbo landscape led to the reallocation of activities to three safer areas, limiting engagement

³⁷ It should be noted that while Cameroon reported only 14% of its progress for CI 2: "area under restoration", it exceeded its targets for CI 3: "land under improved practices" by nearly three times, reporting progress achieved of 293%. It is likely that the mismatched progress reported is on account of M&E challenges where the Cameroon NCP was unclear on where to report the progress achieved for the above two core indicators.



with some target communities. Climate variability posed another challenge, particularly in Waza and Balmayo, where water scarcity and rocky terrain made seedling establishment difficult. In some locations, well digging was not viable due to geological constraints, necessitating alternative water storage solutions.

Furthermore, the adoption of the electronic trading platform remained low, highlighting the need for greater digital literacy training and awareness. Policy implementation delays, particularly in securing official endorsement of the FLR PIP, slowed the broader adoption of FLR practices. Additionally, while the project introduced bamboo and NTFP-based enterprises, private sector investment was limited, emphasizing the need for stronger financial incentives and improved market development strategies.



Annex 9: Kenya Tana Delta Case Study

Integrating Conservation and Community Resilience: Lessons from the Tana Delta Child Project

Background

The Kenya Tana Delta Child Project, *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*, is located in the coastal region of Kenya. Spanning over 100,000 hectares, the Tana Delta is an ecologically significant area, home to diverse habitats such as riverine forests, wetlands, grasslands, and mangrove forests. It provides essential ecosystem services, supports local livelihoods, and holds international recognition as a Ramsar site and Key Biodiversity Area. However, the region faces pressing environmental challenges, including land degradation, biodiversity loss, deforestation, and resource-use conflicts driven by unsustainable agricultural expansion, poor land management, and climate change. The project aimed to address these threats by promoting sustainable land and resource management, restoring degraded landscapes, and strengthening policy and governance frameworks. By integrating FL principles, it sought to enhance ecosystem resilience and improve local livelihoods.

Human activities such as large-scale agriculture, deforestation, and upstream water abstraction have disrupted the Tana Delta's hydrological cycles, reducing freshwater availability and threatening key wildlife species, including the endangered Tana River Red Colobus and Tana River Mangabey monkeys. Resource-use conflicts between farmers and pastoralists, weak governance structures, and uncoordinated land-use planning further exacerbate these issues. Additionally, erratic rainfall and rising sea levels linked to climate change pose growing threats to ecosystems and local communities. Barriers to FLR include weak institutional frameworks, insufficient financial investments, and limited community capacity to adopt sustainable practices. Addressing these challenges required a holistic approach that integrated conservation with economic benefits, ensuring long-term sustainability for both ecosystems and people.

TRI Interventions

The project's goal was to strengthen integrated natural resource management and restore degraded landscapes in the Tana Delta while scaling up best practices to other priority landscapes in Kenya. It focused on policy integration for landscape restoration, the implementation of restoration interventions, and the promotion of community-driven conservation initiatives. A landscape-based approach was central to implementation, ensuring that restoration efforts considered the interconnectedness of ecosystems and land uses. Techniques such as agroforestry, mangrove rehabilitation, and climate-smart agriculture were promoted to enhance ecosystem resilience. Community participation was a cornerstone of the project, with county governments, conservation organizations, and private sector actors actively engaged in decision-making and implementation. This comprehensive approach aimed to balance conservation with socio-economic development, ensuring lasting benefits for both people and nature.

The Kenya Tana Delta Child Project implemented a range of interventions focused on strengthening policies, restoring degraded landscapes, and enhancing community livelihoods. A major intervention was policy and institutional strengthening, leading to the development and approval of key regulatory



frameworks. The County Climate Change Act established the Tana River County Climate Change Fund, securing 2.2 percent of the county's annual development budget for climate resilience initiatives. Other policies, including the County Forest Policy, FLR Action Plan, and County Environmental Policy, provided a structured approach to integrating sustainable natural resource management into county governance, ensuring long-term support for restoration efforts.

On-the-ground restoration efforts focused on rangelands, forests, wetlands, and mangroves. Community members received training in seed collection, nursery establishment, and tree planting, improving local capacity for ecosystem restoration. Activities included afforestation, rangeland reseeding, and sustainable grazing management, which reduced land pressure and increased vegetation cover. Climate-smart agricultural practices were promoted, with the distribution of drought-resistant seeds and support for community-led tree nurseries. A key initiative was the introduction of 180 Galla goats, which improved livestock productivity while minimizing overgrazing. These hardy, high-value goats provided beneficiaries with a sustainable income source and improved local herd quality.

Community engagement played a central role in ensuring that restoration efforts directly benefited local livelihoods. Farmers, fisherfolk, and pastoralists participated in training programs on climate-smart agriculture, agroforestry, and sustainable fisheries. Exchange visits to Embu, Mombasa, and Tanzania exposed beneficiaries to best practices in natural resource management. Women received targeted support through initiatives such as poultry farming, where incubators and training enabled them to establish independent income-generating activities. This intervention improved financial stability and allowed some beneficiaries to support vulnerable community members, including widows and orphans.

The project also explored financial and private sector engagement to enhance the sustainability of restoration efforts. Community cooperatives and producer groups were linked to investors and markets. Beekeepers, for example, were connected to African Beekeepers Limited, while chilli farmers partnered with Equator to expand sales. The project also facilitated participation in the 4th Jumuiya Agribusiness and Blue Economy Investment Conference to attract investment in restoration projects. Although major private sector investments were not secured, the project successfully mobilized external funding, including grants from Wetlands International Source to Sea Project and the Financing Locally Led Climate Action initiative, ensuring continued support for restoration activities.

TRI Contributions

The project successfully advanced policy and institutional frameworks, embedding restoration and climate resilience strategies into county governance. The County Climate Change Act unlocked financial resources, securing KES 166 million over three years for climate adaptation initiatives. This legal framework also enabled Tana River County to qualify for the World Bank's Financing Locally Led Climate Action Programme, expanding access to climate finance. Additionally, the County Forest Policy and FLR Action Plan provided long-term strategies for conservation, reinforcing the sustainability of restoration efforts.

From an environmental perspective, the project achieved significant restoration milestones. The Tana Delta Child Project met 99 percent of its targeted hectares under restoration, covering reforestation, mangrove rehabilitation, and rangeland conservation. These efforts improved biodiversity, restored degraded landscapes, and strengthened ecosystem services, contributing to climate resilience.



Additionally, sustainable land management practices were adopted on 89 percent of targeted areas, reducing land degradation and increasing agricultural productivity. Beneficiaries reported tangible benefits, such as improved soil fertility, enhanced water retention, and reduced vulnerability to extreme weather conditions.

The project's socioeconomic impact was substantial, exceeding its target by reaching 126 percent of planned beneficiaries. Livelihood interventions contributed to increased household incomes and reduced financial vulnerability. The introduction of Galla goats significantly boosted livestock productivity, with mature goats selling for KES 10,000–11,000, compared to KES 6,000 for local breeds. Poultry farmers saw increased earnings, with beneficiaries selling chicks and eggs at competitive prices, allowing them to invest in home improvements and support their families.

In the fisheries sector, fish farming initiatives improved both food security and income generation. The project supported the construction of 11 fishponds, providing beneficiaries with pond liners, pumps, fish fingerlings, and feeds. Training on sustainable aquaculture enabled fisherfolk to maximize production while reducing overfishing pressure on natural water bodies. Fish harvested from the ponds were sold in local markets, and profits were reinvested into expanding aquaculture activities, creating a self-sustaining model for income generation. Some fisherfolk also received training in fish feed production, equipping them with skills to reduce input costs and improve profitability.

Overall, the Kenya Tana Delta Child Project made significant contributions to policy development, ecosystem restoration, and community livelihoods. Its integration of FLR principles, strong community participation, and institutional support positioned it as a model for sustainable land management in Kenya. The project's success highlights the need for long-term financial support and policy continuity to sustain and expand these restoration efforts.

Challenges

Despite these successes, challenges remained, particularly in securing private sector investment for large-scale restoration initiatives. The Green Industrial Park initiative, supported by UNEP, generated discussions on financial opportunities but did not result in concrete investments. However, the project effectively demonstrated the economic viability of restoration-linked enterprises, attracting funding from additional sources. Beneficiaries highlighted the need for continued support, particularly for scaling up climate-smart agriculture and irrigation infrastructure. Access to solar-powered irrigation systems was identified as a priority, as high fuel costs limited farmers' ability to expand production.



Annex 10: GEF Rating Scales

(Adapted from GEF IEO Guidelines for Conducting Terminal Evaluations of Full-Size Projects, 2023)

Outcome Rating Criteria

(Assessed based on performance in the following four criteria)

- **Relevance** – alignment with priorities and strategies
- **Coherence** – internal consistency and external harmony with other initiatives
- **Effectiveness** – achievement of results
- **Efficiency** – cost and time effectiveness

Outcome Ratings Scale

- **Highly Satisfactory (HS):** The outcomes exceed targets and are highly relevant, coherent, and cost-effective.
- **Satisfactory (S):** The level of outcomes achieved meets targets. The outcomes are relevant, coherent, and cost-effective.
- **Moderately Satisfactory (MS):** The level of outcomes achieved was generally close to the targets. The majority of the targets were met or almost met, but some were not. The outcomes are generally relevant, coherent, and cost-effective.
- **Moderately Unsatisfactory (MU):** Overall, the level of outcomes achieved is lower than the targets, although some outcomes were substantially achieved. The outcomes are generally relevant but not sufficient given the costs or, alternatively, are generally cost-effective but not adequately relevant and coherent.
- **Unsatisfactory (U):** The expected outcomes were not achieved, or achievement was substantially lower than expected, and/or the achieved outcomes are not relevant or coherent. Alternatively, the outcome was cost-ineffective compared to alternatives.
- **Highly Unsatisfactory (HU):** A negligible level of outcomes was achieved and/or the project had substantial negative consequences that outweigh its benefits.
- **Unable to Assess:** The available information does not allow assessment of the level of outcome achievement.

Sustainability Ratings

- **Highly Likely (HL):** Negligible risk to continuation of benefits; long-term objectives likely achieved.
- **Likely (L):** Minor risks with low magnitude or low probability; net benefits likely to continue.
- **Moderately Likely (ML):** Some risks that may affect continuation, but overall benefits more likely to continue than abate.
- **Moderately Unlikely (MU):** Significant risks; benefits likely to abate if risks materialize.
- **Unlikely (U):** High risks; unlikely that benefits will continue or long-term objectives will be achieved.



- **Highly Unlikely (HU):** Risks have already halted or are expected to halt benefits; long-term objectives not achieved.
- **Unable to Assess:** Insufficient evidence to assess risk to sustainability.

Implementation and Execution Ratings

GEF Agency (Implementation):

- **Highly Satisfactory:** Exemplary preparation and supervision; policies applied; implementation timely and effective.
- **Satisfactory:** Met expectations; good oversight and timely support.
- **Moderately Satisfactory:** Some weaknesses; supervision was generally adequate.
- **Moderately Unsatisfactory:** Emerging concerns often not addressed; delays occurred.
- **Unsatisfactory:** Weak preparation and supervision; major delays and dropped activities.
- **Highly Unsatisfactory:** Severe mismanagement; no corrective action on critical issues.
- **Unable to Assess:** Insufficient information to rate performance.

Executing Entity (Execution):

- **Highly Satisfactory:** Timely and high-quality delivery; risks well managed; full compliance with GEF requirements.
- **Satisfactory:** Good overall execution with no major issues.
- **Moderately Satisfactory:** Some delays or minor policy gaps.
- **Moderately Unsatisfactory:** Delays and gaps in following Agency guidance.
- **Unsatisfactory:** Poor execution and significant policy non-compliance.
- **Highly Unsatisfactory:** Major execution failures; unmanaged risks and delays.
- **Unable to Assess:** Insufficient information to rate execution.

Project Monitoring and Evaluation (M&E) Ratings

M&E Design:

- **Highly Satisfactory:** Exceeds expectations; comprehensive, well-aligned with Theory of Change; strong indicators and baselines.
- **Satisfactory:** Well-developed and aligned; minor or no weaknesses.
- **Moderately Satisfactory:** Adequate but with areas for improvement.
- **Moderately Unsatisfactory:** Weak in some areas; gaps in indicators or methods.
- **Unsatisfactory:** Poor design; weak logic, indicators, or implementation plans.
- **Highly Unsatisfactory:** Critical flaws in M&E planning; no clear framework.
- **Unable to Assess:** Insufficient information to assess design quality.

M&E Implementation:



- **Highly Satisfactory:** Implemented as planned; findings used for adaptive management.
- **Satisfactory:** Strong execution; findings used for improvements.
- **Moderately Satisfactory:** Generally solid; some data use but minimal influence.
- **Moderately Unsatisfactory:** Delays or weak implementation; limited influence.
- **Unsatisfactory:** M&E poorly executed or data not used.
- **Highly Unsatisfactory:** Serious failures in executing M&E.
- **Unable to Assess:** Insufficient information to assess implementation.



Annex 11: Evaluation Matrix – Global Child Project

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
Relevance: Assess the relevance of the Global Child Project within the context of the TRI Programme; as well as the extent to which the Global Child project responded to the needs of the national child projects.				
1. How appropriate and relevant was the Global Child Project approach and intervention logic in terms of its objectives and anticipated outcomes, and within the global context of the TRI programme?	1.1. To what extent were the objectives and services provided by the Global Child Project appropriate and conducive to supporting the National Child Projects and achieving a programmatic approach?	Percentage of Global Child Project objectives and outcomes that directly correspond to the TRI programme's goals and objectives.	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, relevant policy, and strategy frameworks in TRI countries, PIRs etc.) - Stakeholder interviews	Interviews with Donor, Implementing Agencies, National Stakeholders (Main Executing Partner/PMU, External Executing Partners, Additional Partners)
	1.2. How relevant and appropriate were the Global Child Project's approach in addressing the identified needs and challenges of the national child projects within the TRI programme?	The extent to which design of the global child project was informed by consultations to determine coordination, monitoring, and adaptive management needs of the national projects. (Number of consultations, type of stakeholders etc.)		
2. Has there been any change in the relevance of the Global Child Project since it started? If so, what are the reasons	2.1. Did the Global Child Project's relevance evolve or remain the same in response to the needs of global or participating countries since its inception?	Extent to which the Global Child Project's activities remained aligned with the evolving needs of global and participating countries throughout the project's implementation		

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
that explain the change in relevance and where the project able to adapt to remain relevant?	2.2. If there was a change in relevance, what factors contributed to this change? (e.g., changes in the global context, covid, emergence of new needs or challenges at the national level, etc.)	Documentation of any changes in the global or national context that affected the relevance of the Global Child Project		
	2.3. What adaptive strategies did the Global Child Project implement to maintain or improve its relevance at the global and country level?	Number and type of adjustments made to project activities or approaches		
Coherence: Assess the compatibility and synergy of the Global Child Project with national child projects.				

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
3. How well did the TRI Global Child project fit in its context? In particular, to what extent the types of services provided by the Global Child project aligned with the needs of the Country child projects	3.1. To what extent did the activities undertaken by the Global Child project align with the needs of the national child projects?	- Assess if Global Child project activities are consistent with Outcomes and Outputs of TRI countries addressing FLR. - Documentation of lessons learned, and best practices shared across different levels (Donor, implementing partners, country stakeholders) through the Global Child project's efforts. - National Stakeholder feedback on the effectiveness of the Global Child project in promoting collaboration and synergy among different actors.	- Desk review (incl. TRI Programme Framework Document, TRI country Pro Docs and related project documents, PIRs etc.) - Stakeholder interviews	Interviews with Implementing Agencies, GCU, Global Child PSC, and National stakeholders (Project staff, National PSC)
Effectiveness: Assess the effectiveness of the TRI Global child in providing its services to the national child projects				
4. To what extent has the Global Child Project delivered on its outputs and outcomes? What broader benefits (if	4.1. How effective has the TRI Global Child Project been in promoting good practices for programme level coordination, planning, and implementation of FLR and adaptive management across	- Evidence and frequency of Coordination meetings (Global Coordination Unit, Project Advisory Committee) - Evidence of adaptive management, such as documented instances of	Desk Review (incl. Project documents, Satisfaction Surveys, and PIRs)	Interviews with Implementing Agencies, GCU, PAC, National Stakeholders (National Project Staff,

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
any) has the project had at country, regional and global level? Were there any unintended consequences?	all TRI child projects? Also, to what extent has the PAC helped guide and provided oversight of the Global project? 4.2. Does the project operational structure facilitate effective decision-making, communication, and coordination?	project adjustments based on monitoring data or lessons learned / email exchanges / Project Agreements / GCU, PAC, Global PSC meeting minutes. % adaptive measures identified vs. implemented - Results of Management Satisfaction Survey	Stakeholder interviews	National PSC, External Executing Partners, and Main Executing Partner/PMU) Online survey
	4.3. How effective has the Global Child Project been in facilitating synergies and coordination by providing support to systematic monitoring, reporting, and assessment of the TRI Program? Are the Monitoring, Evaluation and Learning MEL framework and related tools developed by the Global Child Project adequate and effective?	Development and implementation of Strategies (Communication and Outreach, Partnerships, others)	- Desk Review (incl. Project documents, Strategy documents, Progress Reports and PIRs) - Stakeholder interviews	- Interviews with Implementing Agencies, GCU, PAC, National Stakeholders (National Project Staff, National PSC, External Executing Partners, and Main Executing Partner/PMU) - Online survey

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
	4.4. How effective has the TRI Global child project been in consolidating and sharing FLR knowledge generated across all TRI child projects both internally and externally? 4.5. What approaches worked and did not work to promote learning and knowledge exchange between the child projects and their partners on the ground? 4.6. To what extent have the knowledge products and tools brought by the Global Child Project have been taken up by national child projects and other stakeholders?	• Development of TRI portal; providing access to useful tools and resources being updated regularly) • Development of Packages of FLR tools (Number and quality of knowledge products (case studies, policy briefs, etc.) developed and disseminated) • Evidence of use of knowledge exchange platforms (virtual and in person) used by national child projects (Global and Regional workshops, South-South Exchanges, Communities of Practice)	• Desk Review (incl. Project documents, Progress Reports and PIRs, Minutes of workshops, S-S exchange reports, • Registration for online exchanges, webinars, and visits to the Knowledge Base web pages • User surveys and feedback • Stakeholder interviews	• Interviews with Implementing Agencies, GCU, PAC, National Stakeholders (National Project Staff, National PSC, External Executing Partners, and Main Executing Partner/PMU) • Online survey
	4.7. How effective has the Global Child project been in leveraging partnership opportunities, mobilizing FLR finance and supporting the development of bankable proposals across all supported countries?	• Number of new partnerships established • Evidence of bankable proposals/Amount of FLR finance mobilized as a direct result of Global Child Project efforts • Development and uptake of EIRD tool by national child projects		

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
		• Training and Report on FLR Finance tracking		
5. How effective has the Global Child Project been in supporting the adoption of best practices for monitoring of FLR , including monitoring of biodiversity impacts from FLR?	5.1. To what extent have the participating countries adopted standardized FLR monitoring tools and practices recommended by the Global Child Project?	• Evidence of an M&E strategy • Adoption rate of monitoring tools or methodologies developed or promoted by the Global Child Project • % of national child projects reporting on GEF indicators • % of Child projects reporting on BC barometer • Development and timely submissions of PIRs and Progress Reports by national projects	• Desk Review (incl. Project documents, MTR, Progress Reports, BC Barometer and PIRs) • Stakeholder interviews	• Interviews with Implementing Agencies, National Stakeholders (National Project staff, National PSC) • Online survey
	5.2. How effective has the Global Child Project been in facilitating engagement with key decision makers to facilitate the establishment of enabling policy environments for FLR across TRI countries?	• Number of high-level policy dialogues or workshops organized • Documented instances of policy changes or reforms influenced by Global Child advocacy efforts • Policies that have been drafted or put into effect based on contributions made by the Global Child project	• Desk Review (incl. Project documents, Progress Reports and PIRs, Minutes of workshops, S-S exchange reports, • Registration for online exchanges, webinars, and	

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
			visits to the Knowledge Base web pages • User surveys and feedback • Stakeholder interviews	
6. To what extent the Global child Project was able to implement the recommendations of the Mid-Term review and did these changes led to the expected results?	6.1. What proportion of the Mid-Term Review recommendations were implemented, and what were the resulting impacts on project outcomes?	• Documentation of Mid-Term review recommendations and their implementation status • Evidence of project performance improvements linked to the implementation of recommendations	• Desk Review (incl. Project documents, MTR Report, Progress Reports and PIRs) • Stakeholder interviews	
Efficiency: Assess the extent to which the project has been implemented efficiently and cost effectively in terms of allocated resources. Also assess the extent to which the project's implementation and coordination arrangements have been efficient in delivering the project's results				
7. To what extent has the Global Child Project been implemented efficiently and cost-effectively? Has project management been able to adapt to	7.1. Were project resources (financial, human, time) utilized optimally to achieve project outputs, and were they adequate given the scope and level of ambition of the Global Child Project? 7.2. Were there any changes to resource allocations as a result	• %Spent vs. planned budget • Timely disbursement of funds • Timelines vs. actual completion dates	• Desk Review (incl. Project financial reports, Budget approved in the CEO Endorsement; Financial	• Interviews with Implementing Agencies & National Stakeholders (National Country Project staff)

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
any changing conditions to improve the efficiency of project implementation?	of budget revision? Determine if these changes were appropriate. 7.3. How effective is the Project financial reporting and planning in terms of making informed decisions regarding the resources?		Expenses report from all components (agencies) including Management costs; Project work plans, organogram, staff turnover, Project documents, and PIRs) Stakeholder interviews	
8. To what extent is the current Global Child Project operational modality and governance structure efficient in contributing to the overall achievements of TRI?	8.1. How efficiently have the three partnering agencies worked together to jointly implement the Global Child project?	- SMART indicators - Efficient reporting (progress reports, lessons learned, etc.) - Presence or absence of coordination mechanism implemented - Progress towards results - Level of satisfaction of Tri agencies with the operational modality and governance structure - Number of meetings of the Global Coordination Unit, Steering Committee, and the	- Desk Review (incl. PAC Workshop reports, PSC reports, PIRs, Progress Program Reports, MEL frameworks, Eval reports) - Stakeholder interviews	Interviews with Implementing Agencies & National Stakeholders (External Executing Partners & Main Executing Partner/PMU)

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
		Project Advisory Committee (PAC); Effective Participation of stakeholders • Presence or absence of recommendations from the PAC		
9. To what extent has the Global Child project contributed to foster complementarities with existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc. and avoided duplication of similar activities by other groups and initiatives?	9.1. To what extent has the Global Child project successfully engaged with and leveraged existing agreements, initiatives, and data sources to enhance the efficiency and impact of the TRI programme?	• Number of formal agreements established between the Global Child project and external organizations or projects that resulted in tangible benefits for TRI child projects (e.g., shared resources, knowledge exchange, co-financing)	• Desk Review (incl. Project documents, and PIRs) • Stakeholder interviews	• Interviews with Implementing Agencies, & National Stakeholders (TRI Country Project Staff, Main Executing Partner/PMU & Additional Partners) • Online Survey

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
10. How relevant and beneficial for the achievement of the programme's objectives was the integration of the three components on policies, best practices, and finance?	1.1. What constraints did the coordination and adaptive management component faced in the delivering of this integrated approach and to what extent were these challenges overcome?	- Evidence of policy changes influenced by best practices or financial mechanisms - Examples of adaptive management	- Desk Review (incl. Project documents, and PIRs) - Stakeholder interviews & FGDs	- Interviews with Implementing Agencies & National Stakeholders (TRI Country Project Staff & Main Executing Partner/PMU) - FGDs with project beneficiaries
11. Has the programmatic approach promoted by the Global Child Project led to the most effective use of TRI resources, costs savings and to efficiencies of scale in the provision of coordination and technical support?	10.1. Has the programmatic approach resulted in demonstrable cost savings or more efficient use of resources compared to alternative approaches?	- Number of projects/countries reached with the same level of resources - Level of target achievement vs. budgeted execution vis-a-vis the four project components	- Desk Review (incl. Project financial reports, Project work plans, Project documents, and PIRs) - Stakeholder interviews	- Interviews with Implementing Agencies, Donors & National Stakeholders (External Executing Partners) - Online survey

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
Impact: Assess the catalytic role of the Global Child project in the achievement of the progress towards desired impacts of the TRI Programme– and provide clear indications about the positive and negative, intended, and unintended changes that resulted from the TRI programme interventions.				
12. To what extent TRI programme was able to achieve its global environmental and development objectives – and what has been the Global Child Project’s likely contribution to those?	3.1. Did the integration of the three components lead to synergistic outcomes or enhanced impact? 3.2. To what extent has the TRI programme contributed to global environmental benefits (land restoration, increased forest cover, carbon emissions reduction, policy development) and development objectives, and what was the role of the Global Child Project in facilitating this contribution?	• Number of policies and regulations established • Number of Knowledge events organized/ knowledge products produced by the Global Child project and their uptake by other partners/agencies. • Number and types of partnerships initiated by Global child project linked to financing, planning, implementation, and monitoring for FLR?	• Desk Review (incl. Project documents, and PIRs) • Stakeholder interviews	• Interviews with Donor, Implementing Agencies & National Stakeholders (TRI Country Project Staff)

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
13. Are there any unintended consequences because of the actions of the Global Child Project?	4.1. Did the Global Child Project's activities lead to any unforeseen environmental or social impacts, either positive or negative, at the local, national, or global levels?	- Measurable improvements in key development indicators - Evidence of any negative impacts	- Desk Review (incl. Project documents, and PIRs) - Stakeholder interviews & FGDs - Online Survey	- Interviews with Implementing Agencies & National Stakeholders (Main Executing Partner/PMU & Additional Partners) - Online survey - FGDs with project beneficiaries
Sustainability: To assess the sustainability of the Global child project achievements and likeliness to see these benefit continue in the longer term				
14. What is the likelihood that results will be useful or persist after the end of the project? What efforts are being made by the Global Child project to ensure sustainability of TRI results in the long term?	5.1. To what extent is the Global Child project positioned to support the long term financial, institutional, environmental, and political sustainability of its services in the TRI countries?	- Evidence of funding sources for FLR activities initiated and supported by Global Child Project beyond the project period - Presence of policies or regulations that promote and support FLR practices and investments as influenced by the Global Child Project beyond the project period	- Desk review (incl. Project documents, PIRs, Exit plan/strategy) - Stakeholder Interviews and FGDs - Online Survey	- Interviews with Donor, Implementing Agencies & National Stakeholders (External Executing Partners) - Online survey

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
		- Evidence of uptake and continued use of multiple knowledge resources developed by the Global Child Project by national child projects - Integration of FLR objectives supported by the Global Child Project into national and sub-national development strategies and frameworks - Presence of an Exit strategy that outlines how the Global Child Project will ensure the sustainability of its contribution in TRI countries		FGDs with project beneficiaries
15. Are there any financial, institutional, environmental, social, or political risks that have arisen that were not previously foreseen? If so, were these risks properly managed?	6.1. What unforeseen risks (e.g., financial, institutional, environmental, social, or political) emerged during project implementation, and how effectively were they managed?	- Documentation of any risks that arose during project implementation - Documentation of any adjustments made to the project design or implementation in response to risks	- Desk review (incl. Project documents, PIRs, Risk assessments, Exit plan/strategy) - Stakeholder Interviews	Interviews with Implementing Agencies & National Stakeholders (Main Executing Partner/PMU & Additional Partners)
Materialization of Co-financing				

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
16. What types of co-financing (grants, loans, equity, in-kind) were mobilized by the Global Child Project?	7.1. To what extent did the expected co-financing materialize. Was it timely?	Analysis of amount of Co-financing committed and materialized	- Desk review (incl. AWP's PIRs, CEO Endorsement, Financial and administration guidelines used by project team, financial disbursement reports, Co-financing reports) - Stakeholder Interviews	Interviews with Donor and Implementing Agencies
	7.2. Was co-financing used strategically to help the objectives of the project? 7.3. Did shortfalls or excesses in co-financing affect project results? 7.4. What were the reasons for the shortfall or excess in co-financing? 7.5. How is the project co-financing monitored?	- Impact of co-financing variations on project outcomes and achievements - Regular meetings with co-financiers and alignment of financing priorities with work plans.		Interviews with Implementing Agencies & National Stakeholders (TRI Country Project Staff, Main Executing Partner/PMU, and Additional Partners)
Environmental and Social Safeguards				
17. Were appropriate environmental and social safeguards integrated into the project's design and implementation?	8.1. Did the project design include identification and adequate mitigation and management measures of environmental and social risks? 8.2. Were there any unforeseen environmental or social risks during implementation? How were these risks mitigated	Evidence of safeguards assessment that integrates gender considerations, considerations for vulnerable and marginalized groups, Indigenous peoples' rights, biodiversity conservation, climate change adaptation/mitigation, and	- Desk review (incl. Project Documents, M&E reports and PIRs) - ESMP, ESMF, EIA etc. - Stakeholder Interviews	Interviews with Implementing Agencies, National Stakeholders (TRI Country Project Staff, National PSC),

Key evaluation questions	Sub-questions	Indicators	Source of Information	Data Collection Tools
		other pertinent social and environmental factors into project design and activities		Global Child PSC, GCU.
	1.1. Did the project adhere to GEF's environmental and social safeguards policies?	Compliance with GEF safeguards policies and procedures	- Desk review (incl. Project Documents, GEF Safeguard policies, M&E reports and PIRs) - Stakeholder Interviews	Interviews with Implementing Agencies and Donor
Gender Concerns				
18. Were gender considerations adequately addressed in the project's design and implementation?	2.1. Did the project promote gender-equitable participation and benefits? I.e., were project activities designed to include gender participation.	- Evidence of gender analysis and integration in project documents and activities - Evidence of gender strategy	- Desk review (incl. Project Documents, M&E reports and PIRs) - Stakeholder Interviews	- Interviews with Implementing Agencies, National Stakeholders (TRI Country Project Staff, National PSC) & GCU - Online Survey
	2.2. Was gender-disaggregated data collected and reported on project beneficiaries?	Availability and use of gender-disaggregated data in project monitoring and reporting		

Annex 12: Implementation Status of GCP Recommendations

Recommendations	Implementation Details
<u>Recommendation 1: Project Strategy and Design</u> 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 Programme.	The project revised the results framework across all four components, adjusting indicators, MOVs, and targets for better alignment and more realistic expectations. This included incorporating process indicators for social processes and management effectiveness and updating the project's barrier and risk analysis. However, challenges remained in accurately reporting on CI 7 (Value of Resources), highlighting the need for further guidance and clarification.
<u>Recommendation 2: Progress Towards Results</u> Outcome 1.1. Complete the Partnership Strategy. Consider the specific role of each institution in generating Programme-level benefits for FLR. Consider incorporating the strategy into the Stakeholder engagement plan, which also needs to be completed.	The "Stakeholder Engagement Plan and Partnership Strategy" was formalized in Q3 2022, providing a clear framework for stakeholder engagement and partnership development. This document outlines the project's approach, including the roles and responsibilities of IAs and partners. Its implementation contributed to increased collaboration and coordination among TRI partners and stakeholders, as demonstrated by the organization of the 2023 global learning workshop in Tanzania.
<u>Recommendation 3: Progress Towards Results</u> 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.	The project revised the MEL guiding framework based on MTR feedback, improving definitions, information sheets, and tracking tools for the nine CIs. A standardized ToR template for mid-term reviews was developed, along with an improved reporting template. Capacity-building efforts enhanced monitoring and evaluation across TRI projects, leading to improved reporting on most CIs. However, challenges remained in accurately reporting on CI 7 (Value of Resources), highlighting the need for further guidance and clarification.
<u>Recommendation 4: Progress Towards Results</u> 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 Programme for entrepreneurs in an increased number of landscapes and countries that could enable further refinement of the tool. This action would also enable a more realistic ranking of the good work and time invested.	The project implemented this recommendation by reallocating resources to enhance the value chain of business development solutions, including the Restoration Factory and tools for upstream and downstream support, while maintaining the partnership target. The Restoration Factory expanded its reach and impact, with a second iteration pilot-tested in Kenya in 2022, followed by launches in Brazil (October 2023) and a planned launch in Tanzania (June 2023).



Recommendations	Implementation Details
	2024). However, the impact on the overall number of partnerships remains unclear.
<u>Recommendation 5: Progress Towards Results</u> 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 analysed below in the sustainability section. In addition, the GCU should extend to match the extensions of the Child Projects.	The PSC agreed to a no-cost extension through August 2024, followed by a subsequent no-cost extension through December 2024 and another till March 2025. The GEF rejected the cost extension request.
<u>Recommendation 6: Project implementation & Execution Modality</u> 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 Programme.	PAC meetings transitioned to a fully online format. The May 2023 PAC meeting was held virtually.
<u>Recommendation 7: Project implementation & Execution Modality</u> 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.	The project addressed this recommendation. They acknowledged that external PAC members are chosen based on relevant partnerships, indicating an ongoing process of strategic identification. However, specific actions taken to expand or diversify PAC membership are not detailed in the progress reports.
<u>Recommendation 8: Project implementation & Execution Modality</u> (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:	The project partially implemented this recommendation by proposing a 60% Project Coordinator role while expanding other positions, including a full-time support staff member, and part-time roles for communications, M&E, and policy leads (50% each), as well as thematic experts for gender and biodiversity (30% each). This revised staffing structure was implemented for the



Recommendations	Implementation Details
(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. (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. (c) an end-of-year review of the Child Project's achievements. These do not have to be extensive and can inform the development of the PIR for GEF. (d) a collaborative approval of the PIR or PIRs and approval of the workplan for the following year. (e) document the minutes or act for the file.	2023-2024 period to optimize resource allocation within the existing budget.
<u>Recommendation 9: Project implementation & Execution Modality</u> 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.	The project established a Teams group with shared folders and minutes of all PSC and team meetings in March 2022.
<u>Recommendation 10: Project implementation & Execution Modality</u> 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 Programme.	The project maximized opportunities to capture learnings and impacts at the country level and enhance the GCP's implementation by leveraging synergies among IAs, as identified through a dependencies analysis. This was reflected in the agenda of the November 2023 global learning workshop in Tanzania. Learnings and impacts from national child projects were captured and disseminated through various channels, including the "Year in Review," publications, web stories, PANORAMA solutions, and participation in international events such as the UN Decade on Ecosystem Restoration and UNFCCC COP28.
<u>Recommendation 11: Project implementation & Execution Modality</u>	The project partially addressed this recommendation by enhancing collaboration for implementation, as evidenced by joint



Recommendations	Implementation Details
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 Programme	efforts in knowledge sharing, capacity building, and policy support, including participation in the November 2023 global learning workshop in Tanzania. However, the impact on new project development or staff support is not clearly documented.
<u>Recommendation 12: Risk Management</u> 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. 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.	The project maintained a biannual risk register and an adaptive management practice log to track risks, concerns, and opportunities, supporting proactive risk management and adaptive capacity.
<u>Recommendation 13: Social and Environmental Safeguards</u> A rescreening should be done every year to avoid effects related to changing conditions	The project conducted annual rescreening as part of the PIR process, ensuring ongoing compliance with environmental and social safeguards.
<u>Recommendation 14: Sustainability</u> 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.	The PSC approved no-cost extensions through December 2024 and March 2025, while the GEF rejected the cost extension request. New project proposals were developed for GEF8 and other funders, demonstrating efforts to secure future funding, though the lack of a costed extension may have impacted long-term sustainability.



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