UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement | Programa de las Naciones Unidas para el Medio Ambiente

Программа Организации Объединенных Наций по окружающей среде | برنامج الأمم المتحدة للبيئة

联合国环境规划署

UNEP

PROJECT DOCUMENT

## Section 1: Project Identification

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|---|---|---|
| 1.1 | **Project title:** | Building the Foundation for Forest Landscape Restoration at Scale |
| 1.2 | **Project number:** | GEF project ID 5775<br>PMS: Agency Project ID 01265 |
| 1.3 | **Project type:** | Medium Size Project |
| 1.4 | **Trust Fund:** | GEF Trust Fund |
| 1.5 | **Strategic objectives:** | GEF Focal Area – Land Degradation-3 |

The project is consistent with the objectives of the GEF 5 Focal Area in Land Degradation to contribute to arresting and reversing current global trends in land degradation, specifically desertification and deforestation. The project activities are designed to contribute to the overarching outcomes of 1) enhanced cross-sector enabling environment for integrated landscape management, and 2) increased investments in integrated landscape management.

1.6 **UNEP priorities:**

The proposed project is consistent with the Ecosystem Programme of Work for 2014-2017. This project specifically addresses UNEP's expected accomplishment of "use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased"., with an emphasis on output 1. Methodologies, partnerships and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of ecosystems

| | | |
|---|---|---|
| 1.7 | **Geographical scope:** | Global, with five pilot countries |
| 1.8 | **Mode of execution:** | External |
| 1.9 | **Project executing organization:** | UNEP |
| 1.10 | **Duration of project:** | 36 months<br>Commencing: July 1, 2015<br>Completion: June 30, 2018 |

1.11 **Cost of project** USD $ %

| | | | |
|---|---|---|---|
| GEF | Cash | 1,900,000 | 23.3% |
| **Co-financing Cash** | | | |
| WRI | Cash | 900,000 | 11.0% |
| Clinton Foundation | Cash | 200,000 | 2.5% |
| Norway/Norad | Cash | 4,000,000 | 49.1% |
| **Co-financing In Kind** | | | |
| Niger | In Kind | 250,000 | 3.1% |
| Kenya | In kind | 250,000 | 3.1% |
| Ethiopia | In Kind | 250,000 | 3.1% |
| ESRI | In Kind | 100,000 | 1.2% |
| UNEP | In kind | 300,000 | 3.7% |
| **Total Cofinancing** | | 6,250,000 | 76.7% |
| **Total Project** | | 8,150,000 | 100.0% |

## 1.12 **Project summary**

The project objective is to contribute to large-scale landscape restoration and the revitalization of degraded lands and forests. The project will do so by facilitating national commitments to restoration and improved enabling legal and policy conditions across sectors to enhance the roles of trees in agricultural landscapes and to restore forests in ways that support the strategies of avoided deforestation and climate smart agriculture. The project will catalyze and support implementation of restoration activities at the country level with particular attention to finance, gender, community-based management and impact monitoring. Restoration activities are designed to achieve sustainable improvements in livelihoods and restored ecological integrity, productivity and functionality in degraded landscapes. The project will support an inclusive approach, working with all key stakeholders within targeted landscapes that include government managed and community managed forests, communal and private land.

The project will be implemented to complement and leverage the activities of the Global Restoration Initiative being carried out by the World Resources Institute and its partners. WRI is working closely with the GEF and UNEP, national governments and other partners, and on behalf of the Global Partnership for Forest Landscape Restoration (GPFLR) to implement the Global Restoration Initiative. The three-part strategy for the initiative is designed to accelerate the progress of the restoration of deforested and degraded lands. The strategy includes: 1) inspiring ambitious commitments to restoration; 2) getting the right enabling conditions in place, and 3) catalyzing results by mobilizing financial and human resources to implement, monitor and report on restoration.

In many countries, smaller or bigger restoration successes can be found from which useful lessons can be drawn for scaling. This project will develop linkages and build upon lessons learned from the existing forest landscape restoration initiatives and sustainable landscape management projects in five focus countries, namely: India, Indonesia, Niger, Ethiopia and Kenya. In each of these five countries, WRI will support the implementation of activities through close collaboration with its national partners in the Ministries of Environment and Forests and Agriculture and Natural Resources, and key in-country stakeholders including NGOs, civil society organizations and community-based organizations.

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**Lists of Acronyms inclusive of those in Annexed National Reports.**

| | |
|---|---|
| ABS | Access and Benefit Sharing |
| ADB | Asian Development Bank |
| ADLI | Agricultural Development Led Industrialization |
| AGP | Agricultural Growth Program |
| ARI | Agricultural Research Institute |
| AUSAID | Australian Agency for International Development |
| Bappenas | Indonesian Ministry of National Development Planning (Badan Perencanaan Pembangunan Nasional) |
| BIG | Geospatial Information Agency (Badan Informasi Geospasial) - Indonesia |
| BMU | German Ministry of Environment, Nature Conservation, Building and Nuclear Safety |
| BoA | Bureaus of Agriculture |
| BoEPLU | Bureaus of Environmental Protection and Land Use –Ethiopia |
| BP REDD+ | REDD+ Management Agency (Badan Pengelola REDD+)- Indonesia |
| BPK | Supreme Audit Board (Badan Pemeriksa Keuangan) - Indonesia |
| CAWT | Conservation Agriculture with Trees |
| CBO | community based organization |
| CCI | Clinton Climate Initiative |
| CFAs | Community Forest Associations |
| CIDA | Canadian International Development Agency |
| CIG | Common Interest Group |
| CIFOR | Central for International Forestry Research |
| CO2 | carbon dioxide |
| CRGE | Climate Resilient Green Economy Strategy |
| CSA | Climate-smart agriculture |
| CSOs | Civil society organizations |
| CSR | Corporate Social Responsibility |
| DAK | Special Allocation Fund (Dana Alokasi Khusus)- Indonesia |
| DANIDA | Danish International Development Agency |
| DBH | Shared Natural Resources Fund (Dana Bagi Hasil).- Indonesia |
| BPDAS | Watershed Management Agency (Badan Pengelola Daerah Aliran Sungai)- Indonesia |
| DFID | Department of Foreign and International Development –United Kingdom |
| DR | State Forest Restoration Fund (Dana Reboisasi), sometimes combined with DBH to become: DBH-DR - Indonesia |
| EBI | Ethiopian Biodiversity Institute |
| EPA | Environment Protection Authority |
| EthiOCAT | Ethiopian Overview of Conservation Approaches and Technologies |
| ESIF | Ethiopian Strategic Investment Framework |
| EMA | Ethiopian Mapping Agency EMA |
| EU | European Union |
| FDA | Focal Development Area |
| FAO | Food and Agricultural Organization (of the United Nations) |
| FDRE | Federal Democratic Republic Ethiopia |
| FMNR | Farmer Managed Natural Regeneration |
| FMU or KPH | Forest Management Unit (Kesatuan Pemangkuan Hutan) |
| FPIC | First Prior Informed Consent |
| FTI | Fast Track Investment |
| GBM | Green Belt Movement |
| GDP | gross domestic product |

| | |
|---|---|
| GEF | Global Environment Facility |
| GHG | Green House Gases |
| GIZ | Gezelschaft fur Internationale Zusammenarbeit |
| GPFLR | Global Partnership for Forest Landscape Restoration |
| GoE | Government of Ethiopia |
| GN RHL/Gerhan | National Movement for Forest and Land Restoration (Gerakan Nasional Rehabilitasi Hutan dan Lahan) |
| GTP-1 | Growth and Transformation Plan-1 |
| GTP-2 | Growth and Transformation Plan-2 |
| GTZ | German Technical Cooperation Agency |
| HD | Village Forest (Hutan Desa)- Indonesia |
| HKM | Community Forest (Hutan Kemasyarakatan) –Indonesia |
| HTR | Community Forest Plantation (Hutan Tanaman Rakyat) - Indonesia |
| IBRD | International Bank for Reconstruction and Development |
| IBSAP | Indonesia Biodiversity and Action Plan |
| ICRAF | International Centre for Research in Agroforestry |
| IFAD | International Fund for Agricultural Development |
| IFPRI | International Food Policy Research Institute |
| IGAs | Income generating activities |
| IGT | Indonesia Geospatial Thematic |
| INHUTANI | State Forest Enterprise (operating outside Java) - Indonesia |
| INRM | Integrated natural resources management |
| ITTO | International Tropical Timber Organisation |
| IUCN | International Union for Conservation of Nature |
| IUPHHK-HTI (HTI) | Forest plantation concession licence (Izin Usaha Pemanfaatan Hasil Hutan Kayu – Hutan Tanaman Industry) |
| IUPHHK-HA | Forest timber exploitation licence (Izin Usaha Pemanfaatan Hasil Hutan Kayu – Hutan Alam) |
| IUPHHK-RE or RE | Forest ecosystem restoration licence (Izin Usaha Pemanfaatan Hasil Hutan Kayu – Restorasi Ekosistem) |
| KPK | Corruption eradication commission (Komisi Pemberantasan Korupsi) |
| LD | Land Degradation |
| KFS | Kenya Forest Service |
| KWS | Kenya Wildlife Service |
| m | meter |
| masl | meter above sea level |
| MEF | Ministry of Environment and Forest |
| MERET | Managing Environmental Resources to Enable Transitions to More Sustainable Livelihood |
| METT | Management Effectiveness Tracking Tool |
| MEWNR- | Ministry of Environment Water and Natural Resources –Kenya |
| Mha | Million hectare |
| MKEPP | Mt Kenya East Pilot Project |
| MoA | Ministry of Agriculture |
| MoEF | Ministry of Environment and Forestry (Kementerian Lingkungan Hidup dan Kehutanan) - Indonesia |
| MoF | Ministry of Finance (Kementerian Keuangan)- Indonesia |
| MoFED | Ministry of Finance and Economic Development |
| MoFor | Ministry of Forestry, the name of MoEF before November 2014- Indonesia |
| MoHA | Ministry of Home Affairs (Kementerian Dalam Negeri) - Indonesia |
| MoWIE | Ministry of Water, Irrigation and Energy |

| | |
|---|---|
| M&E | Monitoring and evaluation |
| MP RHL | Master Plan for Forest and Land Restoration (Master Plan Rehabilitasi Hutan dan Lahan) -Indonesia |
| MRV | Monitoring Reviewing Verification |
| NAEP | National Afforestation and Eco-developm,ent Board - India |
| NAP | National Action Plan- Indonesia |
| NAP | National Afforestation Plan- India |
| NAPCC | National Action plan on climate change |
| NBAP | National Biodiversity Action plan – India |
| NEAC | National Environmental Awareness plan – India |
| NFP | National Forest Policy –India |
| NITI | National Institute for transforming India Aayog |
| NGO | Non-Government Organization |
| NMA | National Metrology Agency |
| NMSHE | National Mission for sustaining the Himalayan Ecosystem |
| NORAD | Norwegian Agency for Development Cooperation |
| NPV | Net Present Value |
| NRMP | Natural Resource Management Project |
| NTFPs | Non-timber Forest products |
| OBIT | One Billion Trees Program- Indonesia |
| OECD | Organization for Economic Cooperation and Development |
| ORDA | Organization for Research and Development of Amhara |
| PASDEP | Plan of Accelerated Sustainable Development to End Poverty |
| PES | Payment for ecosystem services |
| PESA | Panchayat Extension to Scheduled area - India |
| PFM | Participatory Forest Management Plan |
| PHKA | Forest Protection and Nature Conservation (Perlindungan Hutan dan Konservasi Alam) – Indonesia |
| PPG | Project Preperation Grant |
| PROFOR | World Bank Program on Forests |
| REDD+ | Reduced Emission from Deforestation and forest Degradation in developing countries and the contribution of conservation, and enhancement of stocks |
| RENJA | Work Plan (Rencana Kerja) -Indonesia |
| REST | Relief Society of Tigray |
| RKKPH | Forest Plan for Forest Management Unit (Rencana Kehutanan Kesatuan Pengelolaan Hutan) – Indonesia |
| RNPN | Restoration Native Plant nurseries - India |
| ROAM | Restoration Assessment Method |
| RKTK | Kabupaten Forest Plan (Rencana Kehutanan Tingkat Kabupaten) - Indonesia |
| RKTP | Provincial Forest Plan (Rencana Kehutanan Tingkat Provinsi) - Indonesia |
| RPDAS | Watershed Management Plan (Rencana Pengelolaan Daerah Aliran Sungai) |
| RPJMN | National Medium Term Development Plan (Rencana Pembangunan Jangka Menengah) - Indonesia |
| RPJPN | National Long Term Development Plan (Rencana Pembangunan Jangka Panjang) – Indonesia |
| RPRHL | Forest and Land Restoration Management Plan (Rencana Pengelolaan Rehabilitasi Hutan dan Lahan) – Indonesia |
| RRAs | Regional Resource Agencies – India |
| R&D | Research and Development |
| RTk-RHL DAS | Technical Plan for Forest and Land Rehabilitation of Watershed Area (Rencana Teknis Rehabilitasi Hutan dan Lahan Daerah Aliran Sungai) - Indonesia |

| | |
|---|---|
| RTnRHL | Annual Restoration Forest and Land Restoration (Rencana Tahunan Rehabilitasi Hutan dan Lahan) - Indonesia |
| RTRW | Regional Spatial Plan (Rencana Tataruang Wilayah) - Indonesia |
| SDPRP | Sustainable Development Plan to Reduce Poverty |
| SIDA | Swedish International Development Cooperation |
| Silin | Intensive Silviculture Method (Silviculture intensif) |
| SKPD | Local Government Working Unit (Satuan Kerja Perangkat Daerah)- Indonesia |
| SLM | Sustainable Land Management |
| SPPSIU | Sub Project Pilot Site Implementation Unit |
| SPSO | Sub Project Site Officer |
| STRANAS | National Strategy (Strategy Nasional) |
| t | ton |
| TFCA | Tropical Forest Conservation Action |
| TIST | The International Small-Group and Tree Planting Programme |
| UNCBD | United Nations Convention on Biodiversity |
| UNCCD | United Nations Convention to Combat Desertification |
| UNDP | United Nations Development Program |
| UNEP | United Nations Environment Program |
| UNFCCC | United Nations Framework Convention on Climate Change |
| USA | United States of America |
| USAID | United States Agency for International Development |
| VCS | Verified Carbon Standards |
| VOC | Dutch's Trading Company (Vereenigde Oostindische Compagnie) |
| WB | World Bank |
| WCMC | World Conservation and Management Center |
| WFP | World Food Program |
| WOCAT | World Overview of Conservation Approaches and Technologies |
| WRI | World Resources Institute |
| WRMA | Water Resources Management Authority -Kenya |
| WRUAs | Water Resources Users Association –Kenya |
| WWF | World Wild Fund |

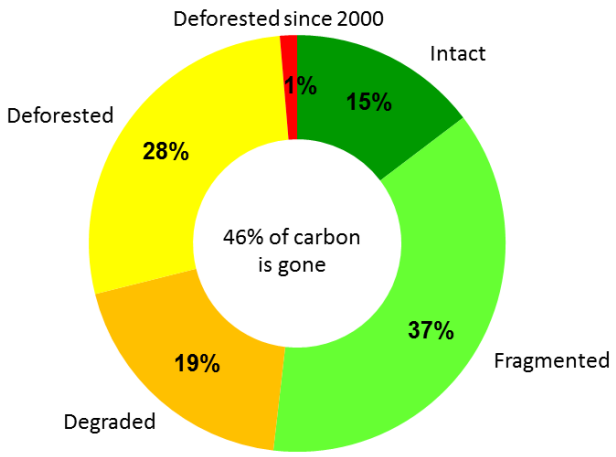
# Section 2: Background and Situation Analysis (Baseline course of action)

## 2.1 Background and context on Forest Landscape Restoration

At the dawn of the first agricultural revolution 8,000-10,000 years ago, forests covered nearly half the Earth's landmass. Since then, about 47 percent of the world's forest lands has been deforested or degraded, making way primarily for cropland and grazing land, and to a lesser extent for roads and cities. A significant share (37 percent) is now secondary, fragmented forest and only 15 percent is primary, intact forest. In total, 46 percent of the world's potential forest carbon has been emitted over time through forest clearing, fire and decomposition—severely perturbing the global carbon cycle (Figure 1).

**Figure 1. Current status of lands where forests can grow**

Land area: 100% = 7.5 billion ha  Forest biomass carbon: 100 % = 997 Gt C

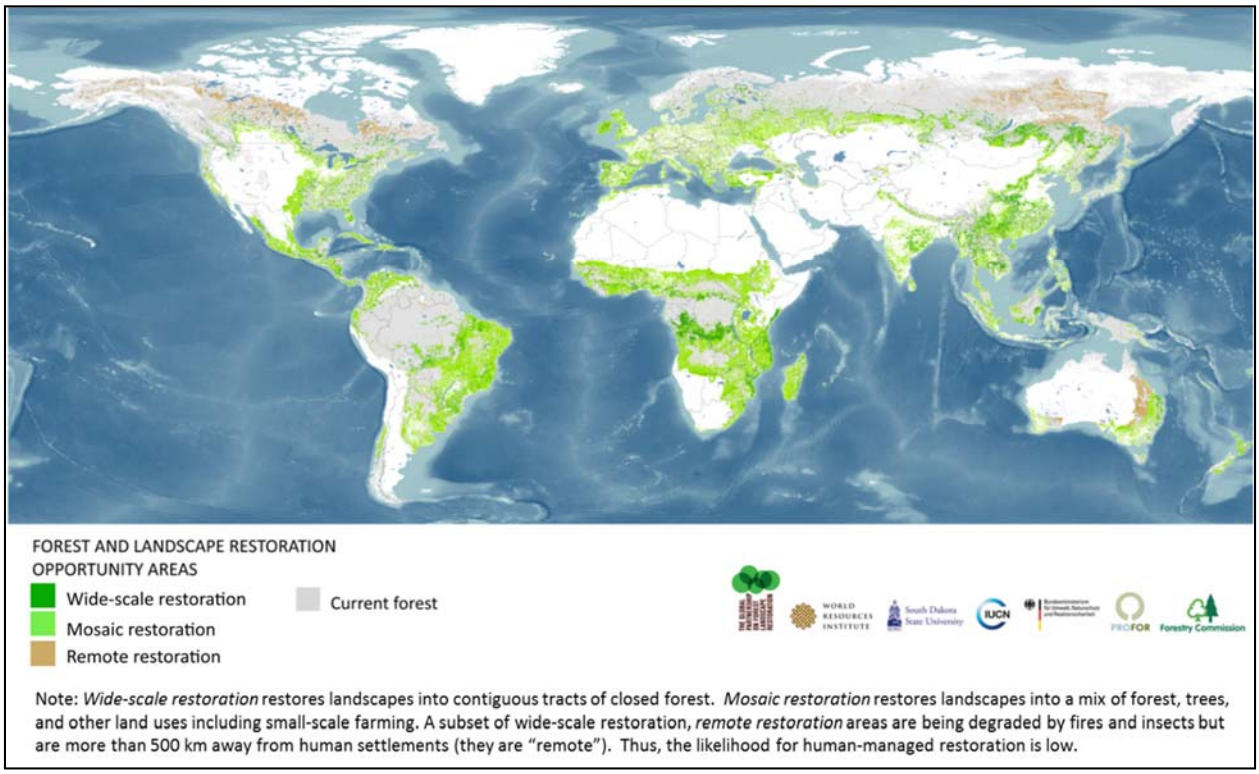



Source: Laestadius et al. (forthcoming). *The Carbon Potential of Forest Landscape Restoration.* Washington DC: World Resources Institute

Unfortunately, today, the world's deforested and degraded lands are growing in size due to forest clearing and unsustainable land management practices. Forests are converted, primarily into croplands and grazing lands, to satisfy growth in demand for agricultural products. Poorly managed harvesting of fuelwood and unsustainable logging and charcoal production also contribute to forest loss. Forest cover loss has been accelerated, especially in tropical regions, by the introduction of large-scale commercial farms producing tea, coffee, oil palm, beef and other cash crops and commodities. At the same time, most of the poor and hungry in the world live in rural areas, where small-scale farming, livestock production, fisheries and harvesting and utilization of forest products are the main economic activities. The land use pressures related to the expansion of commodity production by large-scale farmers have not contributed to investments in restoring land but instead have led to the opening of new areas, leaving large tracks of land under-used or degraded. And small-scale farmers often do not have the means or face other constraints to investing in sustainable land management practices.

A recent analysis conducted by WRI, IUCN, and partners on behalf of the Global Partnership on Forest and Landscape Restoration ( GPFLR) indicates that more than two billion hectares of the cleared and degraded forest lands—an area twice the size of China—offer opportunities for forest landscape restoration (figure 2). This includes 700 million hectares in Africa, 400 million hectares in Asia, and 500 million hectares in Latin America. "Degraded land" refers to areas that have had their natural forest cover cleared or significantly diminished, and now contain low levels of biodiversity and low stocks of carbon (below 40 tons per hectare). These lands do not necessarily have poor soil quality; rather they are "degraded" relative to the original forest and tree cover.

Figure 2. Global map that exhibits two billion hectares of potential restoration opportunities




A substantial portion of these identified areas has potential to be restored. Two types of restoration opportunity are most widespread, offering potential benefits to many countries:

***Wide-scale restoration into closed forest or open woodlands*** (dark green on the map in Figure 2). This is generally in less populated areas with less intensive land-use demands. Wide-scale restoration can occur via natural regeneration (removal of pressures such as livestock and fires), managed regeneration (tree planting), or a combination.

***Mosaic restoration into a mix of forests, farms, and villages*** (light green on the map in Figure 2). This is generally preferable in more populated areas and has been shown to be beneficial across a range of environments from the drylands of Africa, to rural areas in developed countries, to the buffer zones around humid tropical forested national parks in Southeast Asia. Approximately three quarters of the

global restoration opportunity by area is mosaic in nature. The lower potential carbon density on these lands is compensated by their great extent, making mosaic restoration an important opportunity for combining climate change mitigation and adaptation in vulnerable areas.

Restoring degraded land contributes to the broader goal of achieving sustainable landscapes and balancing the needs of agriculture and ecosystem service provision. Today, the world's stock of degraded land is growing due to unsustainable agriculture and land management practices (Figure 3, item 1). Likewise, forests continue to be converted, primarily into croplands and grazing lands (Figure 3, item 2). For the sake of the climate and human well-being, the world needs to reverse these trends. Instead, we need a world in which the amount of forest cover increases while the productivity of existing agricultural land also increases.

Restoring degraded lands helps achieve this goal, as follows:

- Large areas of degraded lands can be restored into natural forests (especially on slopes, in riparian areas, in areas of high biodiversity, etc.) (Figure 3, item 3).

- Many degraded lands can be restored into mixed forest-agriculture (crops, livestock) landscapes through the scaling up of agroforestry systems and other "regreening" practices (especially in areas where food security is a major concern) (Figure 3, items 4, 5).

- Some degraded lands can also be restored into highly productive agricultural land following principles of climate smart agriculture (Figure 3, items 4, 5).

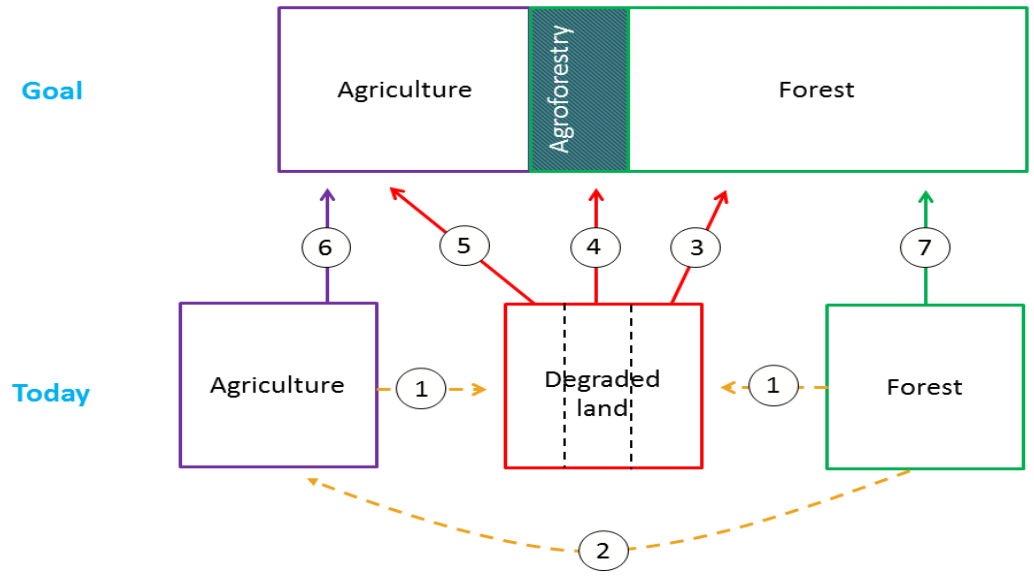
Multiple concurrent and complementary strategies are needed if the goals of forest landscape restoration and integrated sustainable landscape management are to be achieved.

In particular:

- Efforts should expand to improve the productivity of croplands and grazing lands in a manner that mitigates and adapts to climate change (e.g., climate smart agricultural practices such as agroforestry, reduced tillage, mulching, modified crop rotations, natural water harvesting, better seed/site pairing) (Figure 3, item 6).

- Efforts to avoid deforestation of the remaining natural forests of the world (REDD) need to accelerate through activities such as improved law enforcement, better monitoring and transparency, strengthened indigenous/community/traditional land rights, alternative livelihoods, payments for ecosystem services, etc. (Figure 3, item 7).

**Figure 3. Illustrative dynamics of land use change**




Note: Figures not drawn to scale

The GEF estimates that degraded lands adversely affect the livelihoods, economic well-being and nutritional status of more than one billion people in developing countries through losses in agricultural productivity and ecological function. Moreover, degradation disproportionately affects the most vulnerable and poorest people who depend on the land and its natural resources for their survival. The five focus countries targeted in this project exhibit a range of population and poverty demographics, providing an opportunity for diversity in project approach and experience:

| **Focus Country** | **Population** | **% below $1.25 /day (PPP)** | **% below $2 /day (PPP)** |
|---|---|---|---|
| Ethiopia | 86,613,986 | 38.9 | 77.6 |
| Niger | 17,129,076 | 43.6 | 75.2 |
| India | 1,242,280,000 | 32.7 | 68.7 |
| Kenya | 44,354,000 | 43.4 | 67.2 |
| Indonesia | 249,866,000 | 18.1 | 43.3 |

PPP = Purchasing Power Parity
Source: World Bank

This proposal focuses on forest landscape restoration through integrated approaches linking improved natural resource management and tree-based practices, carried out at scale. The Project will thereby contribute to the goals of revitalizing degraded land and forests along with the complementary strategies of avoided deforestation and climate smart agriculture.

## 2.2 Global significance

As mentioned above more than one billion people in developing countries are affected by degraded agricultural productivity and ecological function. Taking in to account all types of degradation the people affected in the five project countries is around one fifth (200 million people[1]) of the total amount of people affected.

Forest landscape restoration can generate many benefits: conservation of biodiversity secured freshwater supplies, reduced erosion and stabilization of slopes, enhanced livelihoods and increased wood supplies and crop yields, especially for the most vulnerable people including women. For us all, restoration combats climate change by absorbing carbon dioxide as forests regenerate.

Forest landscape restoration is strategically important to and aligned with several important international agreements and commitments:

- Climate agreements around REDD+ call for decreasing deforestation and increasing the carbon storage capacity of forests—in short, more biomass.

- The 10-year strategic plan of the UN Convention to Combat Desertification (UNCCD) which aims to improve the living conditions of people affected by desertification, to improve the condition of affected ecosystems, to deliver global climate change benefits and to mobilize resources that build effective partnerships.

- Parties to the Convention on Biological Diversity have agreed to a target of restoring at least 15 percent of degraded ecosystems by 2020 (Aichi Target 15).

- Sustainable Development Goals/ Millennium Development Goals

- The Bonn Challenge calls on countries and other actors to bring 150 million hectares of deforested and degraded forest land under restoration by 2020 as a way to meet existing international commitments (e.g., climate change, biodiversity conservation, MDGs). 20 million hectares have already been committed and another 30 million hectares are in the pledge pipeline.

These strategies—avoided deforestation, restoration and climate smart agriculture - mutually reinforce one other if implemented effectively. For instance, effective strategies for avoiding deforestation are necessary to make converting the forest frontier a more expensive option (politically, economically, and/or legally) than restoring degraded lands or investing in increased productivity on existing agriculture lands. Furthermore, restoring degraded lands into forests is important to provide the ecosystem services needed for climate smart agriculture and relieving pressure on primary forests. Restoring land into agriculture and agroforestry can increase total food production and lay the foundation for reducing pressure to convert natural ecosystems. At the same time, sustainably improving crop and livestock yields means that less land should be needed to feed the world for a given amount of food demand.

[1] Number extracted from different disparate sources, should be considered as rough estimate.

Emissions from deforestation and forest degradation account for 15-17% of global human induced GHG emissions. Restoration is tackling this issue from another side. It is not enough to protect and manage existing forests, because this does not allow us to significantly increase carbon sequestration by forests. This can be achieved through the large scale restoration of degraded forest land, including agroforestry, which often has the highest capacity for carbon sequestration. At the same time this has a positive impact on food production. Generating global environmental benefits requires additional steps beyond the individual or community level. Governmental, non-governmental, private sector and local communities will need to act upon assessments, evidence and implement examples to effect change at scale.

A number of global environmental benefits (GEBs) are listed in the following table, together with key barriers to restoration, and restoration opportunities targeted by this project.

| Barriers to Restoration | Restoration Opportunities | Global Environmental Benefits |
|---|---|---|
| ***Lack of awareness*** of the potential to pursue forest restoration as a means to achieve enhanced sustainable land use management, including agroforestry potential | Increased commitments to forest landscape restoration (including agroforestry and increased tree cover in agricultural landscapes) in 5 countries and globally | Reduction of barriers to restoration of forest landscapes.<br><br>Worldwide results through increased commitments to restoration and implementation of restoration efforts.<br><br>Changes in policies and sustainability commitments will be monitored, verified through the project lifespan in conjunction with the completion of corresponding LD-3 GEF Tracking Tool, including the tracking of improvement in tree and vegetation cover leading to measurable GEBs. |
| ***Missing enabling conditions***.<br><br>*Ecological, policy, market and institutional conditions* that support restoration.<br><br>*Societal support* for restoration that increases permanence and participation on the landscape.<br><br>How restoration fits into existing *international, national and sectoral priorities*.<br>. | Enhanced enabling environment to allow large scale forest landscape restoration in 5 countries | |
| ***Insufficient on-the-ground implementation*** | Enhanced financial flows to accelerate the pace of forest landscape restoration in 5 countries | |

A central element of the project is monitoring and evaluation to get to grips with the multiple benefits of restoration, but also to be able to be reasonably precise about the scale at which restoration has been achieved as a result of the project. Generation of global environmental benefits and monitoring of these benefits will take place at the following levels:

***GEF pilot country level:*** The project design has deliberately emphasized national-level action as well as site-level demonstrations. This is because the goal of this project to catalyze restoration at scale. This

project does not start from a small scale demonstration approach. Rather, by working with a national and system-wide landscape approach the project will have a greater impact and be more cost effective than working in isolation at a relatively small scale. Global environmental benefits presented here are based on realistic national-level restoration targets.

***Global:*** The lessons learned in the pilot countries (Ethiopia, Kenya, Niger, Indonesia, India) will be used to inform the global restoration strategy of "inspire, enable and mobilize". The project will aim to gain a better understanding of the impacts of different approaches and levels of technical support provided to individual countries.

Overall, the project will generate the following global environmental benefits in the pilot countries:

- Greenhouse gas reductions resulting from CO2 uptake by trees used in restoration projects in pilot countries, indicate projected reductions of 9, million tons CO2e over the project lifetime. These estimates will be continuously refined and updated as part of the project's monitoring efforts.

- Reduction in poverty by increase of production of agricultural output. Approximately 100,000 rural households will benefit from a reduction in poverty linked to the interventions of this project.

- Increase in ecosystem services (reduction of erosion, water quantity, biodiversity) of at least 1 million ha

## 2.3 Threats, root causes and barrier analysis

The threats and root causes of deforestation and degradation of forest landscapes have been described by many international organizations, research institutions and others. The major threats include:

***Habitat loss and habitat degradation:*** Conversion of forests, woodland and shrub land into agricultural land is by far the largest change of habitat resulting in loss of forests and associated ecosystem services. Information on current and historical land cover/use change show that forest resources in have been subject to heavy deforestation and degradation. There is growing pressure on biodiversity and ecosystem services by logging, farmers and livestock owners, and from large foreign agro-industrial investments. Conversion of forest to pastureland is the second biggest driver of habitat loss. Especially in Africa energy consumption comes from biomass fuels: This includes fuel wood, charcoal, branches, leaves and twigs. Charcoal is currently made, sold, transported and used as a major source of fuel in most urban and rural areas. Unsustainable fuel wood consumption prevents forests from regenerating and leads to increased vulnerability to climate change. Deforestation ultimately strips the land of its vegetative biomass, exposing it to high levels of soil erosion. This level of deforestation and degradation is expected to worsen in the coming decades, as population grows.

***Population:*** The root causes driving biodiversity loss include high population growth and changing population dynamics, high reliance on natural resources for economic development compounded by low levels of economic development and changes in consumption patterns, also the globalization of agricultural markets without adequate protection of forest and biodiversity. Lack of proper recognition of

the inherent importance of forest and biodiversity to the livelihoods of the majority of the population and the dependence of the whole country on ecosystem services provided by the land groups of rural people manage is exacerbating these root causes.

***Inadequate land and forest governance:*** Problems and issues related to ambiguous regulations and the weak capacity of local government to manage forest in their region are widespread. Law enforcement to reduce illegal logging and forest encroachments is insufficient in many countries. In addition, institutional procedures to harmonize perspectives from forestry, agriculture and other sectors and to integrate processes for multi-level (local, national) integrated landscape planning and forest management is frequently difficult or non-existent.

More information about the country specific threats and the root causes of deforestation and land degradation is included in the annexed national reports.

Globally, there are several critical barriers to implement forest landscape restoration at scale. Although almost every country in the world has successful restoration projects on-going or successfully implemented, these successes have not yet been implemented at sufficiently large scale to make a significant impact at national level in economic development, ecosystem values and carbon storage. The main barriers to large scale expansion are related to insufficient political support, governance obstacles and gaps in information about the economic benefits of restoration.

As discussed more fully in the section on baseline analysis and gaps, these barriers include:

*Lack of inspiration:* Too few decision makers are aware of forest restoration as a means to rural development, mitigation of climate change and the achievement of other important sustainable development outcomes. Some leaders are not yet convinced that the anticipated benefits of restoration would outweigh the presumed costs.

*Unavailable information:* Many governments do not have accurate information about the status of the land, current land use and the needs and potential for improving land management

*Lack of transparency and dispersed data:* Information may be in available within one ministry but not widely accessible; ministries may face multiple barriers to sharing information on forests, crop yields, soil and other relevant data.

*Missing enabling conditions:* In many countries, one or more critical "enabling conditions" are not yet in place or are insufficient to favor the spread of restoration across large areas.

*Insufficient on-the-ground implementation:* Even if a country is inspired and has the right enabling conditions, on-the-ground restoration may still not occur if critical elements are missing.

Due to various combinations of the above factors, successful restoration has not yet occurred at scale and has not had the impact it can and should have. Lack of knowledge at all levels about restoration opportunities contributes to low levels of investment in actions that could boost the productivity of the land. Lack of knowledge can have profound effects across multiple areas, including:

- Management of community forests,

- Protected area management,
- Forest carbon management and accounting, including REDD+,
- Watershed management,
- Integrated land use management and planning.

Deforestation and land degradation present a number of problems and challenges in each of the targeted pilot countries for this project, with significant and direct impacts on rural poverty, household food security, biodiversity, resilience to extreme weather, quantities of carbon sequestered and land use values.

One of the key problems faced by *Ethiopia* is land degradation, which imperils economic and social development of the country. By the mid-1980s it was estimated that almost 50% of the highland area (about 27 million hectares), which is where the vast majority of Ethiopians live, was significantly eroded. Over 2 million hectares are so severely degraded that they are considered to be beyond reclamation (FAO 1986, FDRE and USAID 2010). In the mid-nineties, the Environmental Protection Authority estimated that about 17% of the potential annual agricultural GDP of the country was permanently lost because of physical and biological soil degradation (EPA 1997). And although Ethiopia has a severe land degradation problem, Ethiopia also has significant experience with restoration (e.g. in Tigray). The challenge is in expanding successes to priority areas affected by severe degradation.

In *Kenya*, the 1990s were particularly important in terms of forest degradation associated with poor legislative governance and political interference in forest management. While both legislative and political interference have been reduced substantially in recent decades, demand for biomass based domestic energy is still high, and grazing remains a significant source of degradation. Extensive tree planting programs and restoration efforts have been organized in response, to regain lost ecosystem services in state forests and across agricultural landscapes.

In *Niger*, widespread deforestation associated with the expansion of cropland contributed to a loss of tree cover. However, over the past several decades, the density of trees on farms across some five million hectares of agricultural land has significantly increased. Niger is keen to take up the challenge of extending successful restoration across several million more hectares.

In *India*, forest and land degradation has diminished the productivity of almost forty percent of the land area. This degradation poses a threat to the livelihood security of several million poor people who are dependent on natural resources for sustenance. The Government of India has committed to forest and landscape restoration on 10 million hectares by 2020. Large-scale restoration effort in India however encounters several interrelated barriers to including knowledge gaps, inadequate financial flows, and insufficient impact monitoring of exiting restoration initiatives particularly in terms of the long term social, economic and ecological gains. Despite efforts to improve forest management, *Indonesia* is continuing to suffer high rate of deforestation. The latest estimation showed that the pace of Indonesia's deforestation between the year of 2000-2012 was 0.84 Mha/year, surpassing Brazil as country with highest rate of deforestation in the world. On the other hand Indonesia has large swaths of "degraded" lands that are not optimal used and do not contribute to production or ecosystems.

Additional information concerning the baseline and situational analysis on a country-by-country basis is captured in the section 2.4 on Institutional, sector and policy context and in the annexed National Reports.

## 2.4 Institutional, sectoral and policy context

The institutional and policy context for forest landscape restoration differs in some respects in each of the five pilot countries, but these pilot countries also share some similarities. Like almost all countries they are engaged in the UNFCCC REDD+ mechanism. And they receive support for planning and implementation from the World Bank FCPC or the UN-REDD agencies, and bilateral support for programs related to forest restoration. These countries also have soil conservation programs, desertification control commitments and/or annual tree planting campaigns. In addition, a number of voluntary carbon projects are being implemented in these pilot countries. Most countries are fully aware of the need for reduced deforestation and reduced GHG emissions. However, as mentioned before, the role that restoration can play in reducing GHG emissions is not necessarily well understood.

*Ethiopia* has developed a Climate Resilient Green Economy strategy and restoration of degraded land is one of the pillars of this strategy. *Kenya* has several policy and legislative frameworks that are geared toward improved environmental management and the support of forest landscape restoration. This includes the Constitution, the Environmental Management and Coordination Act of 1999 and more recent updates to Acts related to Forests, Water and Wildlife, as well as the strategic plans of the Kenya Forest Service.

*Niger* has a national strategy for Sustainable Land Management as well as a draft National Agroforestry Strategy. *Indonesia* as a National strategy to reduce GHG emissions by 26% (and with foreign financial support 41%) and has a strategy to increase the agricultural output.

*India* has a well-defined regulatory and legal framework on land and forests, which addresses issues of land use, tenure, community participation, rights of access and benefit sharing, and sustainable forest management. India is also implementing a National Mission for Green India to respond to climate change mitigation and adaptation. This Mission aims to restore 10 million hectares of land and forest by 2020, through a landscape approach. The Government of India has also established a policy link between this Mission and the country-wide employment guarantee effort under the Mahatma Gandhi Rural Employment Guarantee Act. Furthermore, India is implementing a National Policy on Agroforestry which aims to improve local livelihoods as well as reverse soil degradation, through different agroforestry models that will particularly benefit small and marginal farmers. Since the 1970s, India has implemented ambitious programs of social forestry and farm forestry, watershed management, and agricultural intensification. Impact monitoring of these programs, however, has been inadequate and therefore the benefits realized through restoration at scale are not well understood.

Additional details for each country can be found in the annexed national reports.

## 2.5 Stakeholder mapping and analysis

During the project preparation phase, WRI consulted with national-level stakeholders in each pilot country to identify key stakeholders and to engage them in preliminary discussions about their roles and means of engagement in project implementation (see also Section 5 for more information about stakeholder participation). This was done through the work of national consultants and the organization of stakeholder workshops at the national level during the project preparation phase. In India, an online survey was conducted instead of stakeholder workshops. In each of the five targeted countries, national consultants held numerous discussions with government decision-makers and technical specialists, and facilitated cross-sector meetings with resource persons and potential project partners. A wide range of stakeholder views were taken on board through the review of relevant literature and available documentation, and the organization of informal consultations, meetings and workshops. (See annexed national reports for more information).

At the global level, WRI engaged in discussions with thought leaders on forest restoration and national decision-makers gathered at the United Nations for the Ban Ki Moon Climate Change Summit in September 2014, as a prelude to the formulation of the UN Declaration on Forests. WRI was an active participant in the UNFCCC deliberations and shared information at multiple sessions of the Global Landscapes Forum convened in Lima in December 2014. WRI also played a key role in the workshops and meetings on monitoring of forests and trees outside of the forests, convened by the FAO in Rome in January 2015. In February 2015, WRI was also actively engaged in discussions of strategies for scaling up Climate Smart Agriculture during the work planning sessions convened by NEPAD and the African Union in Lusaka, Zambia, and again at the Global Forum on Innovations in Agriculture (GFIA) organized in Abu Dhabi in March 2015 on the theme of Climate Smart Agriculture. In March 2015, WRI also played a leading role in a review of progress and plans for the Bonn Challenge and the work of the Glboal Partnership for Forest Landscape Restoration. WRI is currently engaged in further collaboration with the African Union, NEPAD, committed donors and other networks with an interest in scaling up FLR in Africa. The project's design takes account of the conclusions and recommendations from these events on visioning, strategies and identification of priority activities for successful forest landscape restoration.

The remainder of this section presents information about key stakeholders and their relationship to the issues covered by this project, at both pilot country and global levels. It also outlines the ways in which the project plans to engage with stakeholders during project implementation. Additional details for each of the pilot countries, including groups of stakeholders engaged in the project preparation phase are in the annexed national reports.

Key categories of stakeholders include the following:

- **Governments:** Several governments are now encouraging restoration, which is reflected by commitments recently made to the Bonn challenge and by pledges made during the Climate Summit. The challenge remains to design strategies for scaling up existing restoration successes.

- **Private sector - Producing and buying:** Dozens of global corporations, from Disney to Unilever, and from McDonalds to their major beef suppliers in Brazil as well as palm oil producers in Southeast Asia have pledged to stop deforestation. Several of them, like Asia Pulp and Paper, have recently committed to restore degraded forests. But these companies often lack relevant restoration knowledge. Discussions with a number of these companies shows there is strong interest in

collaborating with the Forest Landscape Restoration project and the Global Restoration Initiative team to address this need**.**

- **Private Sector - Technology**: ESRI is the leading software provider of spatial data analysis and storage. ESRI is a longtime partner of WRI that provides free access to their software that is used to store, analyze, map and monitor the restoration potential in all countries. This software is used in all countries and ESRI can provide all partners that are interested the latest version and assists in analysis.

- **Private sector - Financial sector:** The restoration of degraded land requires investment. Sometimes this can be investment of labor by local communities, but successful forest landscape restoration at scale requires significant funding from both public and private sources. Private sector investment in restoration requires an assessment of costs, benefits and risks. Yet, the stakeholders in the financial sector do not always have the necessary data to do such an assessment. This project will involve private sector impact investors early on in the project and will specifically focus on the needs of these investors on risks, rate of return and other quality assurance indicators.

- **NGOs:** NGOs can play a vital role in mobilizing support at the local level for forest landscape restoration; some NGOs are also effective in working with governments and the private sector to undertake needed reforms to enable restoration at scale. The Greenbelt Movement in Kenya and World Vision Ethiopia are examples of NGOs involved in successful restoration. However, NGOs may lack the technical tools and expertise to guide and support restoration over large areas**.**

- **Local people / communities:** Large-scale restoration can only be achieved when hundreds of thousands of farm families in each country decide to invest in restoration. This requires simple, low cost and efficient techniques, which quickly produce economic benefits to land users. Local communities do not always have the necessary information, tenure rights and technical or financial support needed to invest in restoration.

- **Donors and policy makers:** These stakeholders can contribute to incentivizing and enabling implementation of forest landscape restoration through support for extension services, performance-based financing, trade policy, and development assistance. To be effective, donors and policy makers require timely and fine-grained information about options to restore lands and the anticipated costs and benefits. With improved information, donors and policy makers can improve the design and effectiveness of their interventions**.**

- **Researchers and academia**: Effective policy making is informed by good science and analysis. Much relevant research has been done on degradation and on specific restoration methods. However, major gaps in knowledge remain to be filled. For instance, little is known about the impact of agroforestry on surface and ground water hydrology and the multiple impacts of restoration have not yet been adequately expressed in monetary terms. With the implementation of the proposed restoration assessment methodology, spatially-explicit information on drivers and impacts will be generated to guide engagement in land use planning and to improve resource allocation for forest landscape restoration guide engagement in land use planning and to improve resource allocation for forest landscape restoration.

The partners in each country are a very important part of the success of this project. In the different countries the government partner is the "implementing" partner, the face of the project. WRI's role (in most countries with IUCN) is to push the government's agency own restoration agenda forwards, give advice, provide technical and policy analysis. WRI will further play the role of being the bridge between different ministries in-country. Different ministries and agencies often do not have the mechanisms in place to work together. As an outside organization, WRI or one of its NGO partners can play this important role. The different NGO partners in country are playing part of this bridge role or part of the technical, political or grassroots advisers to the government agency. For more information on the respective roles of each major group of stakeholders, see Section 5.

## 2.6 Baseline analysis and gaps

In response to continued deforestation, particularly in the tropics, more attention has been directed in recent years to improvements in forest governance in many countries, such as decentralization of authority, recognition of local and traditional resource rights, and certification systems that better connect concerned consumers with products of improved forest management. Growing concern internationally about forest loss, consumer demand, and local social pressures have all contributed to a stronger role for local communities in decision making about forest land use and management. This has been reinforced by numerous conservation projects under REDD+. Although awareness of the needs and opportunities for restoration has increased, to date, forest landscape restoration is not yet a central part of the debate on forest governance, local rights and REDD+. In retrospect, it is clear that the "+" in REDD+ has not received sufficient attention , while the "+" is where restoration is especially important and relevant.

REDD+ efforts and investments to date have yet to realize their full mitigation potential and associated benefits because the international community, donors and REDD+ countries are, for the most part, utilizing only part of the "forest carbon toolbox"– avoided deforestation. Due to the range of barriers outlined below, they are not yet taking up the challenge and anticipated benefits of forest landscape restoration at scale. Doubling the current (gross) rate of forest and agro-forest landscape restoration to approximately 15 million hectares per year over the next decade could reduce the current emissions gaps by a very significant 1 $GtCO_2e$ per year – equivalent to 38 percent of total worldwide land use related greenhouse gas emissions in 2010[2].

Countries such as Sweden, Costa Rica and South Korea have successfully restored forest cover at a large scale. The following lessons can be drawn from their experience, with implications for interventions needed to build the foundation for forest landscape restoration:

***Increase awareness of the benefits of restoration***. An increasing number of decision-makers are being inspired to pursue forest restoration as a means to enhance sustainable land management on a large scale and achieve other important outcomes. Although many countries have success stories on restoration these success stories have to been followed up with specific actions to develop the foundation for long term

[2] Carbon potential of restoration analysis by forest landscape restoration team at IUCN, 2011

success and to scale up these successes. Decision makers often do not know the answer to one or more questions: *Where* is restoration possible? *How big* is the opportunity in terms of hectares, income generation (agroforestry), carbon potential, financial returns, and other benefits? *What* gaps in information need to be addressed in order to increase awareness of the benefits of restoration? And what strategies would be effective to scale up restoration?

***Improve enabling conditions***. Too often, countries lack one or more critical "enabling conditions" needed to support the spread of restoration across large areas, such as:

- Ecological, policy, market and institutional conditions in place to support restoration
- Societal support for restoration
- Clear understanding of how restoration fits into existing international, national and sector priorities
- Restoration efforts developed to target entire ecosystems or landscapes
- Effective benefit sharing frameworks that encourage local investment in restoration efforts by rural communities
- Efficient mechanisms linking national planners and local stakeholders to facilitate dialogue, planning, communication and implementation
- Agreement on mandates and specific responsibilities of institutions with key roles to play in scaling up restoration efforts
- Secure land tenure and resource rights
- Efficient planning processes with provisions for cross-sectorial coordination

***Insufficient capacity and funds for on-the-ground implementation***. Even if a country is inspired and has the right enabling conditions, on-the-ground restoration may still not occur if the following are missing:

- Capacity, leadership and knowledge to push the restoration agenda.
- Resources to finance and sustain restoration efforts.
- Accessible data on the baseline situation to enable tracking of progress and adaptive management
- Support for practical mechanisms to monitor and evaluate restoration initiatives
- Integration of income-generating activities into restoration strategies to address short term needs of resource-dependent rural communities
- Development of communication and outreach strategies that take account of limitations of government extension services in support of agriculture and rural development

WRI has worked with a number of partners to develop the Global Restoration Initiative. The initiative is aimed at catalyzing a political and social movement to restore the productivity of degraded lands. These degraded lands can be restored into healthy mosaics of sustainable agriculture, agroforestry and forest systems – generating economic, ecological and social benefits for people and the planet. The Forest Landscape Restoration project is being proposed as an integral part of this initiative, to build a foundation for forest landscape restoration at scale in five targeted pilot countries: Ethiopia, Kenya, Niger, Indonesia and India.

The baseline situation in each of the five focus countries is described more fully in the national reports. To date, only one of the five countries (Ethiopia) has made a formal Bonn Challenge pledge, though all countries have expressed strong interest in restoration and have local champions and existing projects related to restoration.

## 2.7 Linkages with other GEF and non-GEF Interventions.

This project is closely linked with WRI's Global Forest Watch Initiative (GFW). GFW aims to reduce deforestation and improve rural livelihoods by radically improving the availability and accessibility of information about the world's forests, allowing forest management decisions to be based on reliable, accurate, and open information. This aim links very strongly to the needs of this GEF project in that it will develop and make available land use baseline data developed for the progress of restoration. The project is also closely linked and feeds into UNEP's work stream on 'landscape management of productive ecosystems' as part of the Ecosystem Management sub-program. The Forest Landscape Restoration project also envisions to become a valuable tool for broader 'landscape monitoring', beyond forest ecosystems. It will develop clear synergies with the UN-REDD program (FAO, UNDP and UNEP) to ensure coordination in land use planning as well as looking at funding possibilities for carbon sequestration especially focus on the plus in REDD+. The project is complementary to UNEP's involvement in the UN-REDD Programme, as is touched on in section 3.1. Specifically, Ethiopia, Kenya and Indonesia are all partner countries where UNEP engagement is ongoing. In Kenya, there is already dialogue with WRI on incorporating forest restoration potential analyses into UN-REDD land-use planning support, similar opportunities for direct input to REDD+ planning should be sought in the other countries.

GPFLR will be closely informed and involved in the GEF project. To ensure information flows form the pilot countries to the global GPFLR, WRI and GPFLR will convene three regional meetings designed to highlight issues and opportunities with restoration, raise its profile, and trigger follow-on processes. Convening will also be used to highlight success stories to educate others on "how to do it", and inspire replication.

The UNEP Regional Offices for Africa and Asia will support the promotion and integration of the outcomes from this project in the Planning Processes and UNDAFs of target countries, as well as provide a platform for dissemination of results, and provision of technical support to countries.

| Country | Project Contribution to relevant sections of the UNDAF |
|---|---|
| **Ethiopia** | UNDAF (2012-2015). http://undg.org/home/country-teams/africa-eastern-southern/ethiopia/. Project is aligned with aspects of Outcome 1, for example: Selected federal and regional institutions have improved competencies to deliver agricultural related services and natural resources management |
| **Kenya** | UNDAF (2014-2018). http://www.undg.org/docs/13463/UNDAF-Kenya-2014-2018.pdf. Project is aligned with Outcome 4: Environmental sustainability, land management and human security: By 2030 Kenya is prosperous, underpinned by efficient management of natural resources and equitable access of Kenyans to development assets including land, water and other renewable resources, and achievement and sustainability of national cohesion and resilience that guarantees long term peace and prosperity |
| **Niger** | UNDAF (2014-2018). http://undg.org/home/country-teams/africa-western-central/niger/. The project is aligned with Outcomes highlighted under 1: Resilience: food and nutritional security, environmental management, prevention and risk management and disaster reduction |
| | |
| **Indonesia** | UNDAF (2011-2015). http://undg.org/home/country-teams/asia-the-pacific/indonesia/. Project is aligned with Outcome 5 on Climate Change and Environment which aims for: Policy/legal/institutional framework strengthened<br>for implementation of major MEAs and so maintain key ecosystems, biological diversity, and sustainable management of natural resources |
| **India** | UNDAF (2013-2017). http://undg.org/home/country-teams/asia-the-pacific/india/. Project is aligned with Outcome 6: Government, industry and other relevant stakeholders actively promote more environmentally sustainable development, and resilience of communities is enhanced in the face of challenges of Climate Change, Disaster Risk and natural resource depletion |

At the national level and through stakeholders and implementing agency records, the proposed project will explore linkages and lessons learned with the following projects which are underway or completed:

**ETHIOPIA**
World Bank implemented Ethiopia PSG: Sustainable Land Management Project 2 (underway)

**KENYA**
UNEP implemented: Scaling up Sustainable Land Management and Agrobiodiversity Conservation to Reduce Environmental Degradation in Small Scale Agriculture in Western Kenya (under development);

UNDP implemented SIP: Mainstreaming Sustainable Land Management in Agro pastoral Production Systems of Kenya (completed)

**INDIA:**
World Bank implemented SLEM/CPP: Sustainable Rural Livelihood Security through Innovations in Land and Ecosystem Management, and SLEM/CPP: Sustainable Land Water and Biodiversity Conservation and Management for Improved Livelihoods in Uttarakhand Watershed Sector (completed)

World Bank Implemente4d Integrated SLEM Approaches for Reducing Land Degradation and Desertification (underway)

UNDP implemented projects in India, including:  SLEM/CPP: Sustainable Land Management in Shifting Cultivation Areas of Nagaland for Ecological and Livelihood Security SLEM/CPP: Integrated Land Use Management to Combat Land Degradation in Madhya Pradesh

**NIGER**
UNDP implemented SIP: Oasis Micro-Basin Sand Invasion Control in the Goure and Maine Regions (PLECO)

IFAD implemented SIP: Agricultural and Rural Rehabilitation and Development Initiative (ARRDI)

# Section 3: Intervention strategy (Alternative)

## 3.1 Project rationale, policy conformity and expected global environmental benefits

**GEF Focal area and/or fund(s) strategies, eligibility criteria and priorities:**

The proposed project is consistent with the objectives of the GEF-5 Focal Area in Land Degradation to contribute to arresting and reversing current global trends in land degradation, specifically desertification and deforestation. The project activities are designed to contribute to the Land Degradation objective 3 in the following overarching outcomes:

- Outcome 3.1 Enhanced cross-sector enabling environment for integrated landscape management
- Outcome 3.3 Increased investments in integrated landscape management

The project is fully aligned with UNEP's mandate on UN-REDD, which is to assist developing countries and the international community to gain experience with various risk management formulae and payment structures. UN-REDD's aim is to generate the requisite transfer flow of resources to significantly reduce global emissions from deforestation and forest degradation. The immediate goal is to assess whether carefully structured payments and support to capacity-building can create the incentives to ensure actual, lasting, achievable, reliable and measurable emission reductions while maintaining and improving the other ecosystem services provided by forests. Establishing and maintaining effective partnerships and networks to keep the world environmental situation under review is consistent with UNEP's role as a catalytic organization by mobilizing institutional cooperation.

The proposed project will work at both the global level and in five pilot countries to provide assistance in achieving the ambitious goals of National Action Plans (NAPs) that contribute to the 10-year strategy of the UNCCD which aims to improve the lives and ecosystems of those affected by desertification. The proposed project will also assist countries to achieve the goal of Aichi CBD target 15 which states "by 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks have been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification". This project will assist countries to sequester greenhouse gas emissions, adapt to climate uncertainty and achieve more sustainable forest landscape management.

By applying approaches and tools that have been developed as elements of the Restoration Opportunities Assessment Methodology (ROAM) for analysis of FLR opportunities and implementation strategies in five pilot countries, the project will contribute to the improved understanding of the socio-economic benefits of FLR. Data will be collected and analyzed to model and validate the economic benefits of scaling up FLR successes, along with anticipated carbon benefits and financial returns of FLR investments. In addition, the project will identify and document key success factors in observed cases of successful local and national FLR initiatives, and diagnose policy reforms, institutional strengthening, capacity building, expanded communication an outreach and other interventions that are needed to enable

and accelerate the scaling up of FLR. The analyses of economic benefits, key success factors, and enabling conditions and related recommendations will take account of gender dimensions and highlight the importance of attention to gender to the achievement of desired project outcomes.

Support from the GEF on this proposed project will complement significant funding contributed by the governments of Germany and the United Kingdom in support of forest landscape restoration and the Bonn Challenge by providing funds that allow for the application of tools developed with German and UK funds in new geographies, thereby utilizing and improving these tools while inspiring new leaders of restoration, improving the enabling conditions for restoration and mobilizing new champions for restoration in the focus countries.

The project expects to achieve the following global environmental benefits:

| Baseline Practices | Alternative | Global Environmental Benefits |
|---|---|---|
| Lack of shared awareness among concerned ministries of the potential to pursue forest landscape restoration as a means to enhance sustainable land management and achieve national and sectoral development objectives | Increased commitments to integrated approaches to forest landscape restoration in targeted landscapes in 5 countries and globally | Enhanced cross-sector enabling environment for integrated landscape management:<br><br>Increase in trees in the targeted landscapes in pilot countries, with a range of associated global and national benefits related to conserved biodiversity, reduced carbon emissions and improved socio-economic conditions<br><br>Improved long-term basis for inter-sectorial land use planning among government ministries and agencies towards improved, sustainable and productive forest landscape management with socio-economic benefits. |
| Missing enabling conditions, particularly with regard to policy, institutional and market conditions to catalyse and scale up restoration; insufficient regard for gender dimensions in FLR interventions | Systematic and comprehensive diagnostic of enabling conditions for restoration, including attention to gender, and identification of needed reforms and interventions to establish more favourable enabling environment for participatory, integrated approaches to forest landscape restoration | |
| Insufficient on-the-ground implementation of forest landscape restoration | Enhanced financial flows to accelerate the pace of forest and landscape restoration in 5 countries and globally | Increased investments in integrated landscape management: Funding system established from private sector and other sources that can support sustainable land use. |

The global environmental benefits will be quantified in component 3, when a monitoring system and baseline will be established. Specifically the increase in tree density and associated benefits will be quantified with a new system that combines high resolution data and other sources (developed and implemented in cooperation with FAO). This method can measure numbers of increase in trees and with that number can assess the other associate benefits.

## 3.2 Project goal and objective

The goal of this project is to advance the building of a foundation for forest landscape restoration at scale. The project is based on a global strategic framing of priority actions for scaling up successful restoration, with a focus on the five pilot countries of Ethiopia, Kenya, Niger, Indonesia and India. The approved objective of this project is to contribute to the wider sustainable landscape goal and its interaction with the complementary strategies of avoided deforestation and climate smart agriculture. In other words, the project will help to achieve large-scale landscape restoration and the revitalization of degraded lands and forests.

The project will provide support to facilitate national commitments to restoration and improved enabling legal and policy conditions across sectors to enhance the roles of trees in agricultural landscapes and to restore forests and increase tree cover in ways that contribute to the strategies of avoided deforestation and climate smart agriculture. More specifically, the Forest Landscape Restoration project will assess opportunities, analyze political and financial barriers and recommend ways to overcome them. This project will operate within the framework of the Global Restoration Initiative to support restoration at scale in the pilot countries as part of a global restoration movement.

On behalf of the Global Partnership on Forest and Landscape Restoration (GPFLR[3]), this project seeks to catalyze ambitious action to accelerate forest landscape restoration. The partnership will work in-depth in five countries to advance progress toward achieving the aspiration of the Bonn Challenge to bring 150 million hectares into the process of restoration by 2020. This will have significant positive impacts for people, land degradation, forests and biodiversity and climate stability.

The five countries were chosen based on factors that include: ecological opportunities for restoration, presence of enabling conditions to allow restoration at scale, political interest from key stakeholders, WRI presence or strength of partners, and population and poverty demographics. In summary:

- ***Ethiopia:*** experience with large-scale restoration in parts of the country and a strong political will at national and regional level to restore degraded land; major donor investments in Sustainable Land Management in a context of strong demographic growth, small land holdings and steep topography; opportunity to pilot best practice packages in terms of landscape restoration planning, institutions, financing mechanisms, and monitoring so as to provide model working landscapes;

[3] The Global Partnership on Forest and Landscape Restoration is a proactive network that unites governments, organizations, communities and individuals with a common goal to accelerate the growth of forest landscape restoration to benefit people and the planet. IUCN is the Secretariat of the GPFLR and active members include but are not limited to WRI, PROFOR, World Bank, Tropenbos, Wageningen University, FAO, CBD Secretariat, ICRAF, IUFRO, UNEP and the governments of China, El Salvador, Finland, Ghana, Japan, Kenya and others..

- ***Kenya:*** strong relations and existing relevant grants from Germany's BMU with the Clinton Foundation and Green Belt Movement; commitment from the government for large-scale tree planting efforts that could be positively influenced through data and analyses to focus in priority areas;

- ***Niger:*** major concerns on desertification, strong relations with the Ministry of Environment and Sustainable Development as well as the Ministry of Agriculture, success of farmer-led re-greening efforts of more than 5 million hectares that can be replicated and scaled;

- ***Indonesia:*** Very strong relations with the government (WRI has an office in Indonesia which focuses on landscape restoration), political commitment from the Presidents offices on reduction of GHG, and commitment with ministry of Agriculture on sustainable expansion and commitment of Ministry of Planning (BAPPENAS);

- ***India:*** launch and funding of the first National Agroforestry Policy in February 2014, approval for funding of the National Mission for Green India, strong history of restoration of forests and watershed areas, along with civil society led restoration initiatives that could be replicated and scaled.

## 3.3 Project components and expected results

WRI will pursue a three-part strategy to accelerate the progress of restoration in the focus countries, and mobilize support for priorities activities that have been identified through an analysis of the current situation in each country. The strategy includes:

1. **Inspire ambitious commitments to restoration**: Make the case for the benefits of restoration and secure commitments to the Bonn Challenge, a ministerial challenge to bring 150 million hectares of degraded and deforested land under restoration by 2020.

2. **Get the right enabling conditions in place**: Identify and address issues that hinder forest landscape restoration at scale in the priority countries.

3. **Catalyze implementation and results**: Enhance the human and financial capital to implement, monitor and report restoration actions.

Through this project, WRI and its partners will catalyze and support multiple processes designed to contribute to forest landscape restoration across millions of hectares by the end of 2020. This will support wider REDD+ efforts, and contribute to the goals of the Bonn Challenge and to the work of the Global Partnership on Forest Landscape Restoration (GPFLR).

The project outcomes align with existing national priorities in the areas of increased food security, improved livelihoods and human wellbeing, biodiversity conservation, ecosystem productivity and climate change mitigation and adaptation through the restoration of degraded and deforested landscapes, including the increase of tree cover across agricultural landscapes.

This project will contribute to the realization of three types of results:

- Increased ***political support*** for forest landscape restoration in the five pilot countries. This outcome will make a significant contribution to The Bonn Challenge goal of 150 million hectares and represents a vast opportunity to sequester carbon while enhancing livelihoods and the lives of women in particular, conserving biodiversity and improving food security. Improving livelihoods across these landscapes can in turn reduce pressure on remaining areas of forest. WRI and its partners will provide support to priority countries to "make the case" for committing to restoration and spur progress to achieving progress in implementing restoration by mapping restoration opportunities and quantifying the potential economic and carbon benefits of restoration opportunities.

- Obstacles to restoration will be identified along with useful steps to address them through national and sub-national plans, policies and institutional frameworks. The Rapid Restoration Diagnostic tool will be further developed and applied in targeted landscapes in each of the five countries to assess the ***enabling conditions*** for restoration. Results of the enabling conditions analysis will empower decision makers to remove major obstacles and to develop national, sub-national and sector plans, strategies and policies that support forest landscape restoration. Cross-sector institutional frameworks will be supported to increase engagement across relevant sectors, including agriculture and finance. The policy and institutional shifts needed to support larger

scale restoration activities will be consistent with complementary climate-related initiatives underway to avoid further deforestation and enhance food production in a climate-smart manner.

- Capacity building, efforts to increase financial resources for restoration and credible measurement and monitoring of restoration activities will be supported, thereby contributing to the ***successful implementation*** of REDD+ and related avoided deforestation initiatives as well as increased adoption of climate smart agriculture practices. Capacity and governance will be assessed to identify gaps, and in-country partners will be heavily engaged to build capacity and improve governance through learning events and exchanges. Redirection and sourcing of local and international public and private funding and creation of a new Restoration Opportunities Fund will be important steps in scaling up forest landscape restoration. Restoration progress will be measured through a combination of remote sensing data and grassroots level data produced by in-country partners. These maps will become part of WRI's Global Forest Watch (GFW) platform, thereby enabling the monitoring of conservation and restoration activities in given geographic areas.

The five (5) implementing countries are in different stages of their awareness, implementation and financial and monitoring capacity. Ethiopia and Indonesia have implemented some mapping and priority setting activities already. Niger, Kenya and Ethiopia have many successful small pilots, while India has well-established forest and agroforestry sectors. Ethiopia, for example, is making strides towards increasing national-level awareness, and improved planning and decision-making through the initiatives it is currently spearheading. In this context, GEF 5 funding will focus on priority landscape(s) where best restoration practices in terms of planning, institutions, financial mechanisms, and monitoring will be put in place to provide models of successful landscape restoration initiatives and provide a foundation for scaling up.

To achieve the targeted outcomes for this project, the same three project components and similar categories of activities will be supported in each of the pilot countries. However, in view of differences in country contexts and baseline situations, the project activities in each country may not have the same starting and end points. In some countries development of plans for priority landscapes will be prioritized, while in others there is more emphasis on interventions at the national level. Thus he level of effort for each of the three major project components will not be the same in each pilot country.

The following descriptions of each component and planned outcomes and outputs are based on the general framework approved in the PIF. During the project preparation phase, specific high priorities activities were identified in each country. For more information on priority interventions for each country, see Table 1 Overview of Priority Activities by Country, and details provided in the annexed National Reports.

**Component 1. Increased political commitments to restoration**

To catalyze increased commitments to restoration it is necessary to develop compelling analyses for improved decision making to support restoration in each of the five pilot countries, including the number of hectares that can be restored and expected benefits.

The planned *outcomes* for this component are:

1.1 Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits

1.2 Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020

1.3 High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally

Planned *outputs* include:

1. Restoration Opportunity Mapping that quantifies the area of opportunity in each country based on the best local knowledge and science developed, tested and applied in the candidate countries; to include proposals for a mix of interventions designed to restore landscapes, and where relevant, land use plans for priority landscapes

2. Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country

3. Pledged contributions drafted to the Bonn Challenge (hectares)

4. Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration

Activities for Component 1 include:

- Stocktaking: investigate, document and map - degraded areas, - priority landscapes, - management plans and significant successes in landscape restoration, and the costs and benefits to individuals and society at national level and in priority landscapes.

- Make a compelling case for restoration by quantifying the area of opportunity and the potential monetary, and climate and water benefits, associated with various types of restoration (agroforestry, natural forests, buffers of water bodies, reforestation of steep slopes, woodlots, etc.), and by mapping of land use in priority landscapes and improvement of current maps to provide information necessary for restoration

- Design and implement communication activities in each target country to raise awareness of senior policy makers about the benefits of adopting national and sectoral forest landscape restoration programs and targets

- Mobilize the Global Restoration Council[4] and GPFLR to raise awareness about the importance of forest and landscape restoration.

[4] The Global Restoration Council exists to inspire new commitments to restoration and is made up of very high level individuals that include former heads of state and leaders from civil society and the business sector. The Council is current co-chaired by former Prime Minister of Sweden GÖran Persson and former President of Brazil Fernando Cardoso.

- Utilize high profile international platforms to make the case for forest landscape restoration. Examples include, but are not limited to, the UN Secretary General High Level Summit on Climate Change in September 2014 and the World Economic Forum events.

- Plan and prepare packages of forest landscape restoration interventions in priority landscapes to further accelerate the pace of restoration, taking into consideration opportunities to improve livelihoods and ecosystems services.

**Component 2. Enabling conditions between sectors in place to allow for large-scale restoration**

To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions need to have easy access to these tools, suitable policies need to be adopted and decision makers need to be equipped with relevant information.

The planned *outcomes* for this component are:

2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. Decision makers empowered.

2.2. Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale.

Planned *outputs* include:

1. Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps.

2. Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic

3. Policy-makers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors.

4. Technical exchanges between countries and at the sub-national level

5. Country/context-specific gender analyses carried out in the beginning of the project to guide gender-sensitive forest restoration approaches of national- and local-level partners

6. Country/context-specific guidelines developed for each of the participating countries regarding the full engagement of women and men in forest restoration activities

Activities include:

- Provide support to implement the Rapid Restoration Diagnostic in all the priority countries. The "Diagnostic" is a structured method for identifying which key success factors for forest landscape restoration are already in place and which are missing within a country or landscape being considered for restoration. When applied during the early stages of a restoration effort, the Diagnostic helps decision-makers and restoration supporters weigh trade-offs to focus their efforts on the most important factors to get in place—before large amounts of human, financial, or political capital are invested.

- Recommend strategies to address gaps in the enabling conditions that were identified by application of the Rapid Restoration Diagnostic

- Conduct exchange visits between and within countries to expose policy makers to forest and landscape restoration bright spots and lessons learned.

- Financial and technical support will be provided to conduct country level gender analyses at the beginning of the project to guide gender-sensitive forest landscape restoration approaches, and guidelines will be developed in each country to support the full engagement of women and men in forest landscape restoration activities.

- Standardize the tools for broader applicability.

- Provide the necessary financial and technical support to national- and local-level partners to conduct gender analyses and develop guidelines for gender-sensitive approaches

**Component 3. Catalyze implementation and results, focusing on the areas of finance and monitoring**

To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration.

The intended *outcomes* of this component are:

3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country

3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally

Planned *outputs* include:

1. Restoration Opportunity Fund(s) designed (national and broader in scope potentially)

2. Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives

for restoration. This includes identification of relevant financial institutions as well as potential sources of funds, grant and loan products, economic instruments and other incentives that could support restoration at scale, which notably will include the private sector. When relevant, a framework typology of investment and business models for restoration developed based on experience in priority landscape(s).

3. Method for establishing baselines and monitoring changes in biomass established. When relevant, baseline information established for priority landscape(s) and restoration gains in terms of livelihood benefits and ecological systems monitored.

Activities include:

- Restoration Finance Assessment conducted in each priority country to identify relevant financial institutions as well as potential sources of funds, grant and loan products, economic instruments and other incentives that could support restoration at scale. Notably, this effort will include a strong focus on engagement with the private sector.
- Convene finance dialogues in the project countries.
- Convene two international finance dialogues: one targeting the restoration/carbon finance sector and one targeting traditional private sector finance.
- Convene discussions with potential funders of Restoration Opportunity Fund(s) to close initial round of investment of at least $10,000,000.
- Establish a baseline in project countries as part of restoration monitoring. The baseline will be compiled mainly from existing sources, literature, donor projects and other sources. Little new field assessment is foreseen in this project. This activity will mainly be linking and coordination with existing project and programs
- Restoration methodology developed in each priority country to identify the systems, technology, people and approach to establishing a baseline map and monitoring progress of restoration.
- National and local partners in each pilot country will be supported to conduct monitoring of the ground aimed at measuring the participation and changes in the well-being of women and men in the targeted landscapes.

4. Monitoring of the project participation of and benefits experienced by men and women in the target countries through individual interviews, focus group discussion and other participatory approaches.

The principal global activities to support the achievement of the project outcomes and interventions at the national level are the development of methods and tools, comparative research and analysis, international policy advice, knowledge sharing, and dissemination of information. In-country activities include motivation of national action through applications of the global methods and tools. WRI has an on-going relation with UNEP-FI and will use this relation to ensure contribution of ideas and methods from UNEP-FI.

Table 1: Overview of GEF-Forest Landscapes Restoration Project Outcomes, Outputs and Priority Activities, by Component and by Country

| **Expected Outcomes** | **Expected Outputs** | **Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project** | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| **Component 1.** Increased commitments to restoration ⊦ **GEF: $579,048 and co-financing: $2,125,000** | | | | | | |
| 1.1. Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits | 1. Restoration Opportunity Mapping that quantifies the area of opportunity in each country based on the best local knowledge and science developed, tested and applied in the candidate countries | Develop national map of degraded landscapes based on national dataset to improve on existing degradation map.<br><br>Develop map of restoration potential for at least one priority landscape, informed by national degraded map and restoration potential map. Prioritization criteria developed by stakeholders through the national Steering Committee.<br><br>Investigate, document and map significant successes in landscape restoration, including costs and benefits to individuals and society<br><br>Establish restoration website to increase public awareness and support national and sub-national decision-making. This is one of the roles of national and County Steering Committees. | Assess land degradation for priority landscapes.<br><br>Investigate, document and map significant successes in landscape restoration, including costs and benefits to individuals and society in priority landscapes.<br><br>Establish land use plans for priority landscapes based on their landscape restoration potential and degradation levels. | Stocktaking: document and map degraded areas, priority watersheds, management plans for priority watersheds, significant successes in landscape restoration, costs and benefits to individuals and society at national level and in priority landscapes.<br><br>Mapping of land use plan for priority landscapes, improvement of the current restoration map by providing information necessary for restoration up to land management unit level.<br><br>Incorporate restoration options in website. | Implement a ROAM exercise in Niger to evaluate the existing forests and agroforestry formations in Niger including carbon stocks, and identify priority zones of intervention for forest landscape restoration. | Compile and integrate available data on land and forest degradation, wastelands, watersheds, biodiversity, forest Commons, agriculture and agroforestry, and climate change vulnerability to inform the national map of restoration opportunities that also enables identification of priority landscapes.<br><br>Support ROAM assessment at the national level or in at least three priority States. |
| | 2. Quantification of potential net economic benefits in the countries developed by analyzing the economic costs | Assess costs and benefits of landscape restoration options, including but not limited to forest restoration options, to individuals and society, which would inform the business | Build business case for landscape restoration in priority landscapes based on costs and benefits to individuals and | Quantify carbon benefits of restoration.<br><br>Develop briefs on the use of restoration in mitigating carbon | Review existing data on the benefits and economic impact of FMNR, water harvesting | Quantify the economic case for restoration and:<br>• Climate change mitigati on and adaptati |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| | and benefits of the relevant restoration interventions in each country | case on restoration for investment in at least one priority landscape. | society. | emissions.<br><br>Improvement of economic benefit analysis for restoration planning. | and improved soil fertility management, and identify gaps in knowledge that may need to be addressed. | on<br>• Water and hydrology<br>• Agricultural productivity |
| 1.2. Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020 | 1. Pledged contributions drafted to the Bonn Challenge (hectares) | Quantify the number of hectares that Kenya can commit to restoration based on extent of assessed degraded area and mapped restoration potential. | Inform national strategy and road map for achieving 15 million ha with landscape restoration work at national and priority landscape levels. | Translate National Plans into executable forest restoration activities including planning, verifying, endorsing, and controlling mechanisms of forest management plans in priority watersheds.<br><br>Organize workshop to develop restoration options plans with current and future conservation concessionaires. | Develop targets and a strategy for scaling up FMNR, water harvesting and improved soil fertility management.<br><br>Contribute to the national target of restoring 120,000 ha of degraded land annually through the implementation of ROAM in at least one priority landscape. | Translate national commitments to forest, agroforestry and agriculture into potential restoration commitments and quantify the area that can be revitalized into mosaic landscapes.<br><br>Identify specific interventions under existing plans and programmes in ways that support restoration.<br><br>Aggregate the area under restoration through different initiatives of the private and non-government sector and identify the opportunities and challenges to scaling up on going initiatives. |
| 1.3. High-level | 1. Presidential | Establish national | Organize | Prepare policy | Seek | Engage with |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally | decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration | high-level Steering Committee for driving policy and legal process for restoration, with a specific focus on ensuring gender balance in this steering committee.<br><br>Establish a County high-level Steering Committee (at least one at County level, depending on the number of priority landscapes), for driving policy and legal process around restoration, based on the inter-governmental relations Act 2012 to guide the collaboration and complementarity of the national and County committees.<br><br>Establish at least one County-level Technical Working Group (depending on the number of priority landscapes.) | multi-sector technical Working Group to coordinate the implementation of landscape restoration activities in priority landscapes. The working groups will be organized to be gender balanced | brief and support outreach on current procedures and policies that reduce beneficial impacts because of long process, narrow definition of restoration activities and no clear mention of agroforestry and the lack of specific role that gender plays in land use...<br><br>Priority watershed level: organize multi-sector technical Working Group to coordinate the implementation of 3 priority watershed restoration activities. The working groups will be organized to be gender balanced | approval of decree to apply provisions of the Forest Law related to FMNR and ensure that rights to on-farm trees (tree tenure) are taken into account.<br><br>Support the technical working group on SLM, and reinforce platforms and coordination of monitoring and evaluation of SLM activities. Working group will be organized be gender balanced | governments at national and State levels to pledge commitments to the Bonn Challenge.<br><br>Engage with industry bodies and corporates who have the capacities to contribute to restoration at scale, to secure their support for the Bonn Challenge. |
| **Component 2.** Enabling conditions between sectors in place to allow for large-scale restoration - **GEF: $760,000 and co-financing: $2,687,500** | | | | | | |
| 2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. | 1. Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of | Conduct the Restoration Diagnostic to review the economic, social and political contexts in Kenya regarding to restoration including analysis of the different roles gender play in restoration<br><br>Conduct the Restoration Diagnostic to review enabling conditions | Conduct the Restoration Diagnostic to review economic, social and political contexts in priority landscapes, including state laws, and by-laws and social norm. including analysis of the different roles | Conduct the Restoration Diagnostic to review the economic, social and political contexts in: including analysis of the different roles gender play in restoration<br>-National for Indonesia<br><br>-Priority | Integrate a focus on women in the planning and implementation of restoration activities, including FMNR, water harvesting and actions aimed at securing land and tree rights. | Conduct the Rapid Restoration Diagnostic to identify the enabling conditions for restoration in priority landscapes, including analysis of the different roles gender play in restoration |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| Decision makers empowered | FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps. | including the different roles of genders for at least one priority landscape | gender play in restoration | landscapes: at least 3 priority watersheds, including state laws, by-laws and social norms. | Organize training workshops on scaling strategies for FMNR at national and sub-regional levels to remove institutional barriers and to link scaling of FMNR to the Rural Code, forest code, the national agroforestry strategy and other relevant texts. | |
| | 2. Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic | Analyze the findings from Restoration Diagnostic tool and give operational recommendations to address missing enabling conditions, specific for different genders.<br><br>Formulate landscape restoration governance framework strategy paper for national and County levels, which includes the roles of different genders.<br><br>Formulate key components of a County level landscape restoration master plan for at least one priority landscape including the roles different gender can and should play. | Plan how to address policy and legal gaps identified by Rapid Restoration Diagnostic to achieve landscape restoration targets in priority landscapes. | Analyze national scale Restoration Diagnostic tool and develop paper on operational recommendations how to address missing enabling conditions specific for different genders<br><br>Formulate and write a watershed level landscape restoration master plan for at least one priority landscape that includes the roles of different gender. | Capitalize on the experience of Dan Saga and other FMNR champion villages to reinforce the village community organizations for NRM and the application of rules and agreements at local level.<br><br>Support the participation of FMNR champions in guiding and tracking the implementation of the national agroforestry strategy and the strategic framework for SLM investments (CSIN/GDT.) | Prepare and disseminate policy briefs based on 2.1.1 above that included the roles and policies for different genders<br><br>. |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| | | | | | | |
| 2.2. Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale | 3. Policy-makers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors. | Facilitate a forum for counties and national stakeholders on landscape restoration where information on landscape restoration activities and opportunities is shared or disseminated. | Facilitate a forum for regional and national stakeholders on landscape restoration where information on landscape restoration activities and opportunities is shared or disseminated. | Facilitate a forum for regional and national stakeholders on landscape restoration where information on landscape restoration activities and opportunities is shared or disseminated. | Organize study visits between regions in Niger and training sessions for the different target groups.<br><br>Increase support for communication and outreach activities to promote restoration, with a focus on scaling up FMNR, water harvesting and innovative soil fertility management practices. | Conduct training on ROAM in the Western Ghats, Central Indian and Eastern Ghats regions, where the landscapes are situated with focus on the role different gender play in the landscape.<br><br>Facilitate roundtables, with participants from forest, climate change, agriculture, rural development, and watershed sectors to facilitate inter-sectoral planning for restoration. These roundtables will be conducted at the State capital and districts related with any one landscape.<br><br>Develop and support delivery of a training module on restoration interventions particularly climate smart agriculture and agroforestry, for field forest and agriculture staff.<br><br>Conduct a workshop and field visit for |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| | | | | | | journalists to generate awareness of restoration. Support a special issue on restoration in an environmental weekly/monthly. |
| | 4. Technical exchanges between countries and at the sub-national level | Facilitate exchange program to successful landscape restoration sites in Kenya and in countries that have successfully implemented landscape restoration at scale. | Assess priority needs for capacity building to implement landscape restoration activities, and develop a capacity building strategy and plan for priority landscapes.<br><br>Build capacity about landscape restoration in priority landscapes. | Assess priority needs for capacity building to implement landscape restoration activities, and develop a capacity building strategy and plan for priority watersheds. | Assess priority needs for capacity building to implement landscape restoration activities, and develop a capacity building strategy and plan for at least one priority landscape. | Facilitate a knowledge network that brings together organizations engaged with restoration and experts to facilitate technical exchange across sectors and regions. |
| **Component 3.** Catalyze implementation and results, focusing on the areas of finance and monitoring ⊦ **GEF: $470,476 and co-financing: $1,600,000** | | | | | | |
| 3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country | 1. Restoration Opportunity Fund(s) designed (national and broader in scope potentially) | Identify and assess funds capacity (potential sources of funds, grant & loan products, economic instruments & other incentives) that could support landscape restoration at scale, including the private sector, to support restoration at County level. | Convene international finance dialogues targeting restoration/carbon finance sector and the traditional private sector finance. Initiate restoration financial assessment system in Ethiopia as a tool that supports long-term successful and sustainable forest landscape restoration. | Develop capacity of local government to develop a number of forest restoration plans that include financing and synchronize them with local management and spatial plan.<br><br>Build business case for landscape restoration in priority landscapes. | Support the media, CSOs and restoration champions to improve the mobilization of resources for restoration at multiple levels (decentralized, national, and international.)<br><br>Advocate for increased funding for restoration at the level of the GEF, Bonn Challenge and others. | Engage with the NITI Aayog and the Ministry of Finance to bring restoration into the fold of fiscal federalism.<br><br>Secure financial support from the private sector for an education campaign on forest and landscape restoration, covering multiple stakeholders.<br><br>Partner with financial institutions like the National Bank for |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| | | | | | | Agriculture and Rural Development to design a strategy that can generate investment in restoration. Explore potential for financial instruments for restoration. |
| | 2. Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration. | Identify ways to strengthen existing funds and/or create landscape restoration fund at county level to support nature-based SMEs investing in restoration.<br><br>Convene fund raising forums with potential funders, including the private sector, to source initial round of investment in at least one priority landscape. | Develop a framework typology of investment and business models for restoration based on experience in priority landscape(s)<br><br>Engage the relevant financial public and private institutions and put in place the financing mechanisms to provide seed investments in priority landscapes. | Convene international and national finance dialogues targeting private and public (restoration/carbon) financial sectors to support a fund for investment in at least one priority landscape. | Facilitate collaboration and synergies between different funding sources.<br><br>Convince civil society leaders of the need to increase investments in restoration activities. | Conduct a restoration finance assessment that identifies the opportunities for financing restoration, the constraints in aligning these opportunities and strategies for overcoming these constraints.<br><br>Develop a framework of incentives for restoration for different stakeholders at multiple levels. |
| 3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally | 3. Method for establishing baselines and monitoring changes in biomass established | Establish Baseline mainly from existing sources and new land use data<br><br>Develop multi-scale, integrated landscape restoration monitoring and evaluation system (with specific attention to socio-economic change) that can be operationalized | Develop multi-scale, integrated landscape restoration monitoring and evaluation system of environmental, social and economic costs and benefits (with specific attention to | National:<br>Pilot test the use of high-resolution imagery to establish baseline for trees in and outside of forests, and for monitoring changes in biomass.<br><br>Develop a monitoring system scalable at | Support the establishment of a restoration baseline situation and a restoration database. (with specific attention to socio-economic change)<br><br>Support information sharing and | Support the development of a user-friendly software system that incorporates a protocol for restoration monitoring and evaluation that is accessible to the public on a web portal.<br><br>Demonstrate the capabilities of |

| Expected Outcomes | Expected Outputs | Priority actions at national level in pilot countries for GEF Forest Landscape Restoration Project | | | | |
|---|---|---|---|---|---|---|
| | | **Kenya ($1,045,000)** | **Ethiopia ($1,565,000)** | **Indonesia ($1,665,000)** | **Niger ($745,000)** | **India ($892,024)** |
| | | country wide.<br><br>Establish biomass baseline for at least one priority landscape through the use of high-resolution imageries. | socio-economic change) that can be operationalized country wide.<br><br>Establish baseline information for priority landscapes from existing sources if possible<br><br>Monitor restoration gains for livelihood benefits and ecological systems through established MRV system for priority landscapes | national level. Priority landscapes:<br><br>Establish monitoring framework for environmental, social and economic costs (with specific attention to socio-economic change). | communication around restoration achievements (films, articles, etc.) | this software in three priority landscapes. |

## 3.4 Intervention Logic and Key Assumptions

WRI and its partners seek to catalyze a restoration revolution by mobilizing support for three critically important strategic components:

1. ***Inspire***: map opportunities, quantify benefits, conduct awareness campaigns, secure restoration commitments, build restoration champions at the global, national, subnational and community levels;

2. ***Enable:*** address gaps in governance systems to support restoration, such as access to information, appropriate policies, participation, processes and institutional capacities and coherence;

3. ***Mobilize:*** ensure sufficient technical knowledge, financing and monitoring systems in place to replicate and scale restoration activities at large scale.

Early reactions to the framing and development of the Global Restoration Initiative have been highly encouraging. WRI, IUCN and CCI have been successful in mobilizing several grants to carry out a series

of activities within this strategic framework for forest landscape restoration in Rwanda, Ethiopia, Kenya and several other countries.

The restoration movement has also received a major boost through its linkages with climate smart agriculture (CSA), evergreen agriculture and the need for increased food production to feed a growing world population. CSA is defined by FAO as integrating the three dimensions of sustainable development (economic, social and environmental) by jointly addressing food security and climate challenges. It is composed of three main pillars:

- sustainably increasing agricultural productivity and incomes;
- adapting and building resilience to climate change;
- reducing and/or removing greenhouse gases emissions, where possible

Evergreen Agriculture is defined as the integration of particular tree species into annual food crop systems (Garrity et al. (2010). Such integration results in a sustained or evergreen cover of vegetation on the land throughout the year to maintain a protective soil cover and bolster supplies of soil nutrients through nitrogen fixation and nutrient cycling, while replenishing and generating increased quantities of organic matter in the soil. This helps to improve soil structure and water infiltration, and increases the production of food, fuel, fiber and income from products produced by the intercropped trees. It also enhances carbon storage both above-ground and below-ground, and contributes to more effective conservation of above- and below-ground biodiversity. Both Climate Smart Agriculture and EverGreen Agriculture are very much about increasing the number of on-farm trees to increase benefits to farmers and to restore ecosystem functions across a mosaic of agricultural and forested landscapes.

Several factors indicate that the world has a unique opportunity to initiate and sustain forest landscape restoration at scale in a way that achieves transformative outcomes:

**Proven concepts**: Decades of learning and experimentation in the areas of sustainable forest management, integrated landscape management and sustainable agricultural intensification have yielded promising, scalable solutions. Successful approaches for forest landscape restoration can be seen around the world. These include community-based restoration of hundreds of thousands of hectares in Tigray, Ethiopia, as well as large country led initiatives that have restored large landscapes in South Korea and in China. The benefits are undeniable. The impacts on local economies and food security have been significant. The challenge is now to design and test adequate strategies to expand the scale of existing restoration successes.

**Political will**: The threat of climate change and a better understanding of the role of trees in climate change mitigation have generated an increased degree of high-level political will for the restoration agenda. Billions of dollars in public and private funds have been committed to forest protection under the banner of REDD+. A number of national governments have made ambitious restoration pledges, including:

- Rwanda pledged to restore 1 million hectares
- Guatemala is committed to restoring 1.2 million hectares

- Uganda pledged to restore 2.5 million hectares
- The Democratic Republic of the Congo is committed to restoring 8 million hectares
- Ethiopia pledged to restore and reforest 22 million hectares

Meanwhile, major international companies have made commitments of their own towards restoration. In the New York Declaration on Forests (September 2014) more than 130 governments, companies, civil society and indigenous peoples called for the restoration of more than 350 million hectares of forests and croplands by 2030. This is an area greater than the size of India.

**Need to mitigate GHG emissions**: The atmosphere requires 4 PgC/year7 to stabilize. According to a 2013 study, forest landscape restoration can account for 1.0 PgC/year if new forest is established on currently tree-less land and between 1.0 – 3.0 PgC/year if secondary forests are regrown and forest fallows are employed as part of shifting cultivation. Forest landscape restoration is therefore a huge, relatively untapped climate change mitigation opportunity.

## 3.5 Risk analysis and risk management measures

The following risks have been identified, along with proposed risk mitigation strategies.

| **Risk** | | **Risk Mitigation Strategy** |
|---|---|---|
| Federal governments delay or decline to make Bonn Challenge commitments | L | Approach state government, civil society leaders and other champions who are dedicated to restoring ecosystems. For example, in Brazil, the civil society network called PACTO—who works to restore the Atlantic Forest—has made a 1 million hectare pledge to the Bonn Challenge though the federal government of Brazil has yet to make such a pledge. |
| Governments might delay issuing official letter to the Bonn Challenge commitment | L | Governments have sometimes made already internal pledges or policies and are reluctant to initiate official letter to international process with pledges, not clear what the pros and cons are and link to UNFCCC. |
| Lack of available data and information to conduct trusted analyses (geospatial data, economic data, sectoral strategies and plans, etc.) | M | In cases where key data or information is not available from traditional secondary sources, the project team will convene key informant interviews, focus groups and/or workshops to obtain the best available in-country knowledge on the topic. |
| Inability to engage beyond one ministry and sector | M | Align restoration as a strategy to achieve existing priorities in key sectors outside of environment, with focus on agriculture as the dominant land use in all the priority countries. Build the capacity of the team to |

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| | | include agricultural expertise and experience, while leveraging the growing capacities of WRI's growing portfolio of programmatic work on food and the World Resources Report. |
| Lack of willingness to revise land use planning to priorities forest restoration | M | Land use planning is usually a long process that involves different ministries horizontal and vertical that can take years |
| Assessment of enabling conditions reveals major obstacles to restoration scaling up | L | Work together with in-country stakeholders to define a portfolio of measures to address the gaps in the enabling conditions. Help to attract resources to address these issues by highlighting the potential opportunity and benefits of restoration. |
| Land tenure and property rights issues | L | Planting and use of trees is a long-term commitment with high upfront costs. Therefore local people need to be sure they can get the benefit, which needs to have some land use or land tenure rights |
| Land use planning uses a very heavy top-down approach | L | . Building sustainable communities requires a proactive, localized, and highly participatory approach that depends upon the unique role and capabilities of local government and the engagement of a wide range of stakeholders. |
| Social inequalities exacerbates | M | Project activities will be inclusive and planned to involve wide participation of all community members |
| Over the project period, countries likely continue experience weather variability, that may have deleterious impacts on ecosystem services over which land users have no control | M | Ongoing assessments will measure and take into account changing climate conditions, and project activities such as community land management planning and training in land management will be adapted based on these assessments. |
| Expansion of agriculture particularly unsustainable agriculture driven by the need to meet socio-economics needs and no plans to restore lands | L | There is need to support agricultural technological transfer such as seeds, smart agriculture, permaculture through provision of extension staff that assist in increasing production while restoration lands. This dual objective needs to be communicated well will restoration be a success |
| Cooperation between national and local government is not well regulated or coordinated | L | Devolution is very young in many countries thus that means that the smooth operation of the different ministry is still not well translated into appropriate devolution structure. The new structures are expected |

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| | | to pose a challenge in implementation. |
| The increase rate of population, which is challenging in terms of demand of productions against economic growth rate | M | It is notable that this growth rate, need to be matched with equal opportunities to reduce destructive activities such as charcoal burning. Investments or promotion of livelihood activities as forms of financing restoration activities such as nature based enterprise provide a window, which could be utilized by this project |

## 3.6 Consistency with national priorities or plans

**Ethiopia**

Ethiopia ratified both the United Nations Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification (UNCCD). Ethiopia's National Action Programme (NAP) recognizes "land degradation, soil erosion, deforestation, loss of biodiversity, desertification, recurrent drought" as priority issues for the country. Ethiopia has formulated and adopted a Climate-Resilient Green Economy Strategy, which aims at reducing *per capita* carbon emissions from 1.8 to 1.1 t CO2e by 2025. One of the key pillars of this strategy is the protection and the re-establishment of forests for their economic and ecosystem services, including carbon stocks.

The ambition of the Government is to restore 15 million ha of degraded land. The current intention is to scale the area closure approach, which has been successful in Tigray to other regions in Ethiopia. In addition, in recognition of the multiple benefits of trees in agricultural landscapes, the Government of Ethiopia has declared its support for planting or regenerating an additional 100 million *Faidherbia albida* trees across Ethiopia. Several major donors and projects will play an important role in realizing these ambitious targets. They include: the Sustainable land Management program (GIZ), the multi-donor funded Productive Safety Net Program (PSNP), the World Food Program's MERET project. NGO's will play an important role in achieving the targets. World Vision Ethiopia is the largest national NGO, but also NGOs like REST in Tigray and ORDA in Amhara region have relevant experience to contribute.

**India**

India has ratified both the United Nations Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification. The project's objectives are consistent with the UNCCD-NAP for India, and its National Environmental Program and the Initial National Communication to UNFCCC, which highlight severe land degradation and loss of biodiversity as key issues related to agriculture.

The project is also consistent with the goals of the Sustainable Land and Ecosystems Management (SLEM) Program, a joint initiative of the Government of India and the Global Environmental Facility. The project has common goals with the SLEM partnership for: 1) Prevention and/or control of land degradation by restoration of degraded (agricultural and forested) lands and biomass cover to produce, harvest, and utilize biomass in ways that maximize productivity, as well as by carbon sequestration,

biodiversity conservation, and sustainable use of natural resources; and, 4) Replication and scaling up of successful land and ecosystem management practices and technologies to maximize synergies across the UN conventions on Biological Diversity (CBD), Climate Change (UNFCCC) and Combating Desertification (UNCCD).

India also has a number of related programs which can benefit from the proposed work including:

- Revision of National Biodiversity Action Plan (NBAP), Preparation of 5th National Report to CBD and Preparation of 2nd National Report to Cartagena Protocol on Bio-safety.
- Integrated Biodiversity Hotspots Conservation and Improvement Project
- Integrated management of wetland biodiversity and ecosystem services for water and food security and climate change adaptation
- Mainstreaming biodiversity conservation and utilization in agricultural sector to secure ecosystem services and reduce vulnerability
- Strengthening Institutional structures to implement the Biological Diversity Act - National Biodiversity Authority and UNDP
- UNEP-GEF and MoEF Project on Strengthening the implementation of the Biological Diversity Act and Rules with focus on its Access and Benefit Sharing (ABS)Provisions implemented by National Biodiversity Authority (NBA)
- National Mission for Green India under the National Action Plan on Climate Change
- National Water Mission under the National Action Plan on Climate Change
- National Mission for Sustaining Agriculture under the Ministry of Agriculture
- National Afforestation Programme of the MoEFCC: A participatory approach to sustainable development of Forests
- National Action Plan to Combat Desertification of the MoEFCC

India is a party to the UN Convention to Combat Desertification (UNCCD) and MoEFCC is the National Coordinating Agency for the implementation of the UNCCD in the country. As an affected party, a 20 years comprehensive National Action Programme (NAP) to Combat Desertification in the country has been prepared. The objectives of this programme include (i) community based approach to development, (ii) activities to improve the quality of life of the local communities, (iii) awareness raising, (iv) drought management preparedness and mitigation, (v) R&D initiatives and interventions which are locally suited, (vi) strengthening self- governance leading to empowerment of local communities. The components of this national programme have elements that contribute to the wider sustainable landscape goal that is envisaged under the proposed project. The six thematic programme networks (TPN) identified under this programme (agroforestry, monitoring and assessment of desertification, water resources management, range and pasture land management, drought preparedness and strengthening planning capacity) have direct relevance to the proposed key outcomes of the project.

The objectives of the National Afforestation Programme (NAP): A Participatory approach to Sustainable Development of Forests include protection and conservation of natural resources through active involvement of the people, checking land degradation, deforestation and loss of biodiversity, ecological restoration and environmental conservation and eco-development besides strengthening the local institutions to manage the resources sustainably and enhance the skill and capacities of the local communities. The objectives of this programme directly contribute to landscape restoration plans and activities proposed under the project.

The National Mission for a Green India is one of the eight missions under the National Action Plan on Climate Change announced by the Prime Minister of India in 2007. The mission proposes to have a

holistic view of forestry with a focus on preserving and enhancing biodiversity, restoring ecosystems including scrubs, grasslands mangrove forests and the wetlands. Also the mission has the thrust on decentralization and local governance. All the elements resonate with the thematic ideas proposed under the GEF project.

In 2014, India adopted a National Policy on Agroforestry to increase tree cover for improved provision of timber, fuel, fodder and other ecosystem services. The emphasis of the policy was additionally on improving agricultural productivity long with rural livelihood opportunities especially for smallholder farmers. Towards this, the Policy aims to bring in coordination, convergence and synergy among the elements of agroforestry scattered in various existing, missions, programmes, schemes and agencies pertaining to agriculture, environment, forestry, and rural development sectors of the Government. Since agroforestry is a key intervention for restoration, it is anticipated that the Project will support the implementation of this national policy.

**Indonesia**

Indonesia has ratified both the United Nations Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification (UNCCD). The project's objectives are consistent with the UNCCD-NAP for Indonesia which specifically prioritizes "rehabilitation of degraded forests and lands". Indonesia has prepared a Presidential Regulation for a National Action Plan For Reducing Greenhouse Gas Emissions (*Rencana Nasional Penurunan Emisi Gas Rumah Kaca*) or "RAN-GRK" that provides the framework for related Ministries/Institutions as well as Regional Governments to implement activities that directly and indirectly reduce the greenhouse gas (GHG) emissions. 80% of the reduced GHG emissions come from the land and forestry sector. A key element of this framework is the "degraded land utilization strategy". This regulation is prepared as a follow-up to Indonesia's commitment, which was presented by President Susilo Bambang Yudhoyono in his speech at the G20 summit in Pittsburgh, United States, on 25th September 2009. The President established a target for Indonesia of a 26% reduction in GHG emissions below the "Business as Usual" level by 2020, based on unilateral actions.

The RAN GRK is expected to become an integrated, concrete, measurable and practical action plan for the period between 2010 and 2020. The GHG emission reduction activities within this action plan shall be prepared by taking into account the national development principles and priorities, mitigation potentials and feasibility, as well as needed financing sources for its implementation. The action plan is thus expected to be doable and well-planned.

To help ensure that agricultural growth does not come at the expense of climate goals, in May 2011 Indonesia put into effect a two-year moratorium on new concessions to convert primary natural forests and peat lands to oil palm and timber plantations and selective logging areas. In May 2013 this moratorium was extended for two years. This extension will allow time for the national government—with participation from local government, industry, and civil society—to improve processes for land-use planning and permitting, to strengthen data collection and information systems, and to build institutions necessary to achieve Indonesia's low-emission development goals.

As part of the institutional coordination on land issues. Indonesia has developed a ministerial level REDD+ Managing Agency. The REDD+ Managing Agency is established as an effort of reducing

emissions from deforestation and degradation as stated in the REDD+ National Strategy. The Agency has an important role in saving hundred millions of forest carbon in Indonesia. As mandated by the Presidential Decree Number 19/2012, REDD+ Agency shall cooperate across sectors in order to ensure a comprehensive implementation of REDD+ Strategy. Currently, this agency is focused on REDD+ readiness, which is complementary to the goals of this project and offers excellent opportunity for collaboration. Besides institutional organizations and support for the land sector, the president has started a "One Billion Trees for the World" program, which aims to see a billion trees planted each year. To support the program, the ministry has established people's seed gardens.

In 2004 the Government of Indonesia took a new approach to the management of logged-out production forests. For the first time, production forests could be managed for restoration instead of logging. Ecosystem Restoration concessions would support efforts to return deforested, degraded or damaged production forests to their "biological equilibrium, through logging bans and other initiatives. The first ER concession was issued in 2008 to a joint initiative of Burung Indonesia, the Royal Society for the Protection of Birds and BirdLife International. Known as Hutan Harapan or the "Rainforest of Hope," the concession covers just over 98,000 ha of Sumatran lowland rainforest. Since 2008, interest in ecosystem restoration concession (ERC) has increased steadily; as of March 2012 there were 44 applications from private companies (Ministry of Forestry 2012).

**Kenya**

Kenya has ratified both the United Nations Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification in 1994 and 1997 respectively. The country has developed both the NBSAP and NAP and is committed to implement these strategies at the national level. The proposed project is in line with the country's NBSAP and NAP, directly supporting the strategic objective of reclaiming severely degraded areas, rehabilitating partly degraded areas, reducing further degradation of affected areas and conserving biodiversity.

Kenya has a strong history of restoration. The Kenyan Ministry of Agriculture passed a regulation that requires 10% tree cover on farms in Kenya, thereby underscoring its support for the importance for agroforestry across the country. Additional support is required to understand adherence to this regulation and where opportunities for additional agroforestry exist throughout the country.

Additionally, Kenya is one of the five focus countries of the ICRAF-led $40M project that is funded by DGIS and is focused on scaling up of the practices of farmer-managed natural regeneration and evergreen agriculture.

In 2004, the Nobel Peace Prize was awarded to Wangari Mathaai, the founder and charismatic leader of the Green Belt Movement. The Green Belt Movement (GBM) empowers women's groups to plant trees for watershed protection, food security, livelihoods and biodiversity. GBM is working together with the Clinton Foundation and WRI to accelerate restoration activities in several priority areas. This project can increase the level of analyses and targeting of this existing project to ensure the highest priority areas for restoration are identified.

**Niger**

Niger has ratified both the United Nations Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification (UNCCD). The project's objectives are consistent with the UNCCD-NAP for Niger, which prioritizes the "recovery of degraded lands" as well as "Recovery and protection of natural regeneration". To address food security challenges, the Government of Niger has developed the 3-N initiative – *Nigeriens Nourissent les Nigeriens*, aimed at mobilizing grass roots efforts to increase the productivity of croplands.

Niger has a unique experience with farmer managed natural regeneration, which has led to the creation of 5 million hectares of new agroforestry parkland in densely populated parts of the country. Taking account of this experience, Niger also developed a National Agroforestry Plan to highlight the contributions of agroforestry practices such as farmer managed natural regeneration to food security, and to increase the attention given to scaling up FMNR as part of the 3-N initiative. Major new projects with restoration components are starting in 2014 and 2015. They include: the USAID-funded REGIS project, the Netherlands-funded and ICRAF managed regional Food and Water program for the Sahel and the Horn of Africa and an expansion of IFAD-funded projects in Niger. Several NGOs will be involved in implementation of restoration activities. They include: CARE Niger, Karkara, CLUSA, OXFAM Niger. Based on these new projects, Niger may decide to make a pledge to the Bonn Challenge.

## 3.7 Incremental cost reasoning

**The baseline**:

The project's global baseline is defined as the existing stock of deforested and degraded lands that are characterized with having lower productivity. It also includes the current portfolio of investments in existing forest landscape restoration projects, that absent any changes or active support will not be scaled up. The steps taken to identify the options to scale up restoration are considered as incremental.

In each of the pilot countries, ,the baseline situation is that countries have not yet fully considered restoration in their land use and GHG reduction plans, and this will be addressed by Component 1 of this project. The baseline at the country level also reflects a lack of full access to useful tools and systematic approaches and methodologies for building the foundation for forest landscape restoration at scale, and this will be addressed by component 2. A third element of the country level baseline is related to the relatively small amount of resources available to scale up their success and measure their success to win more funding, and component 3 will address this situation. .

**The GEF Alternative:**

Under the GEF alternative, incorporating substantial incremental co-financing support, the restoration project would serve to build the foundation for scaling up Forest Landscape Restoration. More specifically, the following developments will be supported:

- Country-level and local level maps that quantifies the area of restoration opportunity in each country based on the best local knowledge and science developed;
- Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country;

- Inter-ministerial working groups developed to further the cause of forest landscape restoration;
- Enabling conditions for restoration in each country assessed, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems;
- Identify gaps in the enabling conditions as well as strategic recommendations to address these gaps;
- Restoration Opportunity Fund(s) designed (national and broader in scope).
- Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities;
- Baseline land use/poverty/biodiversity/carbon established and a method to measure change of these baseline that can be used to show progress and attract investors

**Incremental benefit:**

Implementation of the GEF-led alternative is expected to have a variety of important national- and global-level incremental benefits. These include:

- Increase in trees in the targeted landscapes in pilot countries, with a range of associated global and national benefits related to conserved biodiversity, reduced carbon emissions and improved socio-economic conditions
- Funding system established from private sector and other sources that can support sustainable land use.
- Improved long-term basis for inter-sectorial land use planning among government ministries and agencies towards improved, sustainable and productive forest landscape management with socio-economic benefits.

## 3.8 Sustainability

On behalf of the GPFLR, WRI and IUCN have pioneered a model for assessing restoration opportunities that pulls together four types of analysis: (1) spatial analysis to identify restoration opportunities, (2) economic analysis to determine the costs and benefits of restoration opportunities to individual landowners and to society, (3) carbon analysis to assess the benefits of restoration to climate change mitigation and (4) an analysis of enabling conditions to assess whether or not the "key success factors" for restoration are in place in the candidate landscape. On their own, each of these analyses is useful. When combined, investment packages emerge that quantify the costs and benefits of conducting restoration activities at scale.

WRI will build upon its strong track record as an innovator in the areas of finance and monitoring, as well. Restoration Finance Assessments will look at a broad range of possible funding sources, mechanisms (grants, loans, guarantees, bonds, etc.) and channels (banks, NGOs, cooperatives, etc.), to include innovative sources like crowd-sourcing, green taxes, green compensation, restoration bonds and others. WRI will leverage its experience in developing the Global Forest Watch system for forest

monitoring to define country-specific best practices and approaches for monitoring forest restoration progress.

## 3.9 Replication

This project has high potential for replication and scaling up. With more than two billion hectares of restoration opportunities globally, there is strong potential for large-scale action to mitigate climate change, improve livelihoods and benefit biodiversity and critical ecosystems. For the five priority countries chosen, WRI and its partners have mapped a total restoration opportunity of up to 150 million hectares, with approximately 80 per cent of this total as mosaic restoration opportunity and approximately 20 per cent as wide-scale restoration opportunity. While this estimate represents the maximum possible amount of restored area within these countries, it clearly demonstrates the scale of the opportunity. What remains is to motivate and mobilize stakeholders, enabling conditions and resources to achieve large-scale restoration.

This project will design, test and improve the tools, methodologies, learning and systems required to scale restoration and recovery of degraded lands. The project will be largely implemented at the country level, but is intended to have a global reach. Throughout the project, WRI will publish reports, policy briefs and case studies that highlight successes, learning and emerging best practices to make these tools available for global replication beyond the five focus countries of this proposal. A global communications package will be designed based on the results of this project to highlight the potential benefits of restoration as well as the tools and support that are available for restoration activities through the GPFLR.

## 3.10 Public awareness, communications and mainstreaming strategy

In each country a communication strategy will be designed to increase public awareness of the smaller and bigger restoration successes that have already been achieved and the multiple impacts they have generated on ecosystem services, food security, poverty reduction and building more complex and drought-resilient farming systems. All mass media (radio, TV, newspapers and internet) will be used to generate and develop broad support for restoration.

Specific elements for each country communications strategy will be fleshed out during the first six months of the project as part of the project consultative work planning process. Communication activities will also be linked to the global communication strategy being developed to support WRI's work awareness raising and mobilization for WRI's global restoration initiative.

Increased public support for restoration together with analyses generated by the ROAM methodology will also provide policymakers with information needed to mainstream restoration into relevant national and regional agricultural and environmental policies and program strategies.

## 3.11 Environmental and social safeguards

WRI emphasizes institutional integrity throughout its own programming and that of project partners. Its mandate to advance sustainable development necessitates a focus on solutions that are sustainable from an environmental, social, and economic perspective.

Since its founding in 1982, WRI has worked to address key environment and development challenges in partnership with governments, civil society, and private sector partners. WRI's programming centers on accelerating restoration and stemming deforestation; measuring, mapping, and managing water risks; advancing approaches to sustainably feed 9.6 billion people by 2050; peaking greenhouse gas emissions by 2020 and building a strong, low-carbon economy; accelerating the transition to clean, affordable energy; and shifting to livable, low-carbon cities for a growing global population. With partners, WRI has demonstrated the success of breakthrough ideas and scaled up these solutions for far-reaching, enduring impact in these areas. WRI has repeatedly been ranked the #1 Environmental Think Tank in the world by the University of Pennsylvania's influential "Global Go-To Think Tank Index."

WRI also holds its own operations environmentally accountable. WRI was one of the first non-profit organizations to measure its greenhouse gas emissions and implement absolute GHG reduction targets. The reduction targets for 2020 are ambitious, and include a 50% decrease from 2010 baseline electricity consumption, 20% reduction in business travel emissions, and a 20% reduction in other indirect (also known as "scope 3") emissions. In 2003 WRI was one of the first non-profit organizations to buy 100 percent renewable energy. WRI has tested the contents of paper products in its D.C., Beijing, and Mumbai offices to ensure its supply was sustainable, and adheres to a sustainable catering policy that sources primarily plant-based, locally-produced food and drinks to reduce the environmental footprint of meetings and catered events.

In this GEF project we will ensure that restoration is considered only on suitable lands. Suitable stands not only for environmental and economic suitable but also ecological integrity and social suitable. This means in the activities that in the component to identify lands available for restoration, biodiversity and ecological baselines are considered as inputs into the identification of suitable places. Social issues are considered in the regional to ensure that restoration activities adhere to free prior informed consent and other general accepted safeguards.

WRI also has strong social safeguard policies in place. Attention to good governance and issues of transparency, accountability, participation is a cross-cutting element of all of WRI's work. WRI brings deep expertise in advancing transparency and citizen participation in decision-making, land rights, natural resource user rights, and procedural rights. WRI has also conducted landmark analysis on and supported free, prior, and informed consent when it comes to decisions

about people's natural resources. Prior to entering into any contract or partnership, WRI conducts rigorous due diligence, and all WRI contracts include clauses to prevent conflict of interest, bribery, and any direct or indirect support of "terrorists, terrorism, or other violent activity" on the part of contractors. WRI conducts a vetting process for new prospective corporate partners to ensure that partnership with the corporation would not compromise WRI's values or undermine its ability to achieve institutional objectives. The vetting process is rigorous and involves independent research, staff consultation, and review by WRI's Management Team. Sample contracts and copies of WRI's internal policies are available upon request.WRI has an anti-corruption, bribery, and conflict of interest policy requiring disclosure of any potential conflict of interest and prohibiting bribery, which all WRI employees must sign at their time of hire. WRI's Board of Directors and management team members renew this statement annually. WRI's whistle blower policy requires that all legal or ethical violations be reported, and protects anyone who reports a violation from retribution.

In accordance with the GEF Policy on GEF Policy on Environmental and Social Safeguards[5], safeguard measures will be built into national project design and implementation. Under this project, baseline assessment including socio-economics is part of component 3. This assessment will incorporate environmental and social concerns into the decision-making process. to ensure that particular attention is paid to environmental and social concerns with regard to the project interventions. Component 3 also a method will be developed to assess the result of the project which will also consider the implications of the Project for biodiversity and ecosystem conservation and on the creation of sustainable livelihoods. It will also ensure that the interventions identified in the Project components give due consideration the comments and recommendations of stakeholders and how these comments and recommendations are incorporated into the Project delivery. This will also evaluate opportunities to consolidate and implement other environmental and social initiatives pursued by local stakeholders, NGOs and other partnerships.

Paramount in the baseline and method to assess progress is the determination of the extent to which the Project will change prospects for biodiversity conservation and its sustainable use in the implementing countries. Key general questions, to be asked during the scoping exercise will include, *inter alia*:

- Will the project cause any loss of precious ecology, ecological, and economic functions due to construction of infrastructure?
- Will the project cause impairment of indigenous people's livelihoods or belief systems?
- Will the project cause disproportionate impact to women or other disadvantaged or vulnerable groups?

[5] GEF Policy on Environmental and Social Safeguards (2011) online at http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.10.Rev_1.GEF_Policies_on_Safeguards_and_Gender.May_25_2011.pdf

- Does the project include measures to avoid corruption?
- Will the project cause technology or land use modification that may change present social and economic activities?
- Are property rights on resources such as land tenure recognized by the existing laws in affected countries?
- Will the project cause social problems and conflicts related to land tenure and access to resources? Does the project incorporate measures to allow affected stakeholders' information and consultation?

It is clear from former smaller scale restoration activities in Niger, Ethiopia and other countries, that the socio-economic situation of farmers has spectacularly improved in areas that were restored. The assessment in component 3 is specifically designed to catch this improvement in order to further make the case for restoration. It is this socio-economic improvement that can convince investors, countries and donors to develop restoration at scale. Component 3 will thus focus specific on a robust socio-economic baseline and at end of project a new assessment will be carried out. The baseline will mainly be established from existing literature and projects. The analysis and reporting of the change in socio-economic situation will be one of the major outputs of this project.

Gender equity is an essential building block and enabler for sustainable development and is as such intrinsic to WRI's mission. WRI incorporates gender into its work to holistically address resource management and human rights challenges, and ensure that women and men participate in and benefit equally from sustainable development. Through rigorous research, WRI is bolstering the evidence base for addressing gender as a key dimension of environment and development initiatives.

Gender has been a feature of WRI projects on land, governance, transport, adaptation, and forests. An example is WRI's Access Initiative, which works to safeguard the rights of women and men to access information, participate in decision-making processes, and access justice in environmental matters. WRI is collaborating with local partners in Indonesia to analyze men's and women's participation in forest concession allocation processes. In India, WRI's cities and transport program is improving women's access to and safety in public transport and urban spaces. Gender specific activities are spelled out under Outcome 2.

WRI's Gender Working Group, a cross-program collaboration of over twenty-five experts and staff, leads and supports gender integration across the institute. WRI is in the final stages of recruiting a Senior Gender Advisor, who will provide in-house technical expertise in gender integration and will lead WRI's external engagement on gender and environment.WRI is also part of the Green Alliance for Gender Action, and through this partnership explores opportunities around participatory research and supporting local women's rights and environmental groups to increase their presence in policy processes.

In concrete this leads to three specific activities on gender. First to ensure that in the inspire part of this project women are represented in the Restoration Council. Second to create materials that specifically target women as practitioners. Women often have specific task in tending trees and

crops. The different roles that different genders play will be looked into and specific outreach materials will be produced for each gender. This is linked to the third specific activity on gender, specific assessment and awareness building in the policy domain on the different roles that woman and men play in maintaining the landscape and restoration. This specific analysis and awareness raising and capacity building in the policy domain will be part of the diagnostic tool phase. These activities will assist in empowering women to play a more equal role in the activities and benefits from restoration.

The project has been cleared through the UNEP's Checklist for Environmental and Social Issues. In accordance with the GEF Policy on GEF Policy on Environmental and Social Safeguards[6], safeguard measures will be built into roll out of national pilots.

## Section 4: Institutional Framework and Implementation Arrangements

UNEP is acting as the GEF Implementing Agency. World Resources Institute (WRI) as the Executing Partner will ensure overall day to day management and oversee implementation of the Project from its global headquarters in Washington, DC. WRI's management role (led by the Project Manager) will be to review quarterly work programs, administer, oversee, and implement all project activities; provide financial management; monitor project implementation and outcomes; and ensure that project is delivered on time and on budget. (For more information, see Appendix 11, Terms of Reference for Key Personnel)

A Project Steering Committee will be established to provide general oversight and guidance to the project's global and national components, facilitate inter-agency coordination and monitor global and national-level activities. The steering committee will have from each country a representative besides global and topic experts. The Project Steering Committee will hold its meetings at least two times per year. The Steering Committee will be comprised of individuals knowledgeable of key sectors and institutions involved in forest landscape restoration and will ensure the project responds to national and international needs.

The Project Steering Committee will be composed of:

- Representative of UNEP Headquarters
- UNEP Task Manager
- WRI Project Manager;
- WRI Project Administrator (Secretariat for the Steering Committee)
- Representatives of international organizations

The project will complement the existing and effective coordination mechanisms established as part of the Global Restoration Council and through the Global Partnership for Forest Landscape Restoration (GPFLR). The GPFLR is a proactive network that unites governments, organizations, communities and individuals with a common goal. Through active engagement, collaboration and the sharing of ideas and

[6] GEF Policy on Environmental and Social Safeguards online at http://www.thegef.org/gef/policies_guidelines/safeguards

information the GPFLR promotes an integrated approach that seeks to ensure that forests, trees and the functions that they provide are effectively restored, conserved and employed to help secure sustainable livelihoods and ecological integrity for the future. The project will closely align with WRI's direct involvement with the GPFLR and ongoing collaboration with IUCN and other partners of GPFLR.

In the proposed intervention countries, World Resources Institute will approve and implement activities through its national executing partners (See Section 2.5 on Stakeholder Mapping, and Section 5 on Stakeholder Participation, including Partner Executing Agencies in each pilot country). WRI's method of work in country is to closely collaborate with and support a key government agency (often the ministry of forest, agriculture or environment). The government agency is the lead in which WRI and its NGO partners are supporting the agency. The project team will also work closely with relevant international and local NGOs, and major co-financers in a Steering Committee to provide guidance and facilitate cross-sector coordination. The GEF Implementing Agency (UNEP) will be part of the project Steering Committee and will also contribute to ensuring that appropriate linkages and coordination is maintained with relevant programs of all other relevant UN agencies, the UN REDD programs, the UN Finance Initiative, the UNEP Forest Group, the UNEP-UNDP Poverty and Environment Initiative, as well as with global environmental conventions and particularly with UNFCCC, CBD and UNCCD as well as the newly formed IPBES. UNEP and WRI have a long and successful history of productive partnership.

As noted above, the WRI Project Manager will report to the Steering Committee, which will meet periodically to supervise project activities and decisions. The Project Manager will be assisted by a Project Administrator who will provide assistance with financial and administrative tasks in project implementation. The Project Manager will also be assisted by WRI Technical Specialists with expertise in Monitoring and Evaluation, Policy and Governance, Mapping and Monitoring, Outreach and Communication, and other relevant domains. In order to facilitate communications and assist in the management of project activities in each of the five pilot countries, the Project Manager will rely on Country Liaisons and National Coordinators responsible for the oversight of project implementation at the country level. (See Appendix 8 Decision-Making Flowchart and Organigram)

UNEP falls under the category of non-resident agencies in the UN system and as such works through a network of regional offices rather than country offices. Notwithstanding, project implementation for the global project, with interventions foreseen in 5 countries will be led by the GEF Biodiversity/Land Degradation/Biosafety Unit the Division of Environmental Policy Implementation (DEPI), with additional support and backstopping from the Regional Office for Asia & Pacific (ROAP), located in Bangkok, Thailand, and the Regional Office for Africa, in Nairobi, Kenya, with support from the Terrestrial Unit of UNEP/DEPI. UNEP has a history of working with the Governments of Ethiopia, India, Indonesia, Kenya and Niger on projects ranging from enabling activities, to country specific and regional GEF projects, in several GEF focal areas.

## Section 5: Stakeholder participation

Stakeholder participation is vital for the success and sustainability of this project. As noted in the preceding section 2.5 on stakeholder mapping and analysis, the forest landscape restoration project will

work directly with a broad range of categories of stakeholders including government agencies, the private sector, NGOs, local communities, donors and policy makers and researchers and academia.

A key group of stakeholders will be women. The project recognizes the importance of gender analysis and mainstreaming attention to gender through the detailed planning, organization and implementation of this project.

Project stakeholders--including national leaders and decision-makers in national ministries and lead institutions, local communities; and WRI partners in the pilot countries and the region -- will be consulted throughout the course of the project for their insight and feedback on project activities.

As noted below, participation will be enabled through short term training, cross visits and study tours organized with the support of the project, and through the capacity building and institutional strengthening activities support at the national, region and local levels. Local communities and their representatives will be engaged, encouraged and empowered to play a particularly important role in restoration activities, both at the grass roots and in different levels of planning and implementation.

Specific attention will be given to private sector investors. WRI learned from its 20 x 20 Latin-America restoration initiate that private impact investors are interested in restoration projects that improve agricultural or moniterizable ecosystems outputs. The success of including private investors in the 20 x 20 initiative from an early stage on will be attempted to emulate in this project. The project will include private sector investors, and put special attention to restoration possibilities that are interesting for these investors (including private company plantations). It is by combining public and private money resulting in improvements in public and private goods that this project aims to truly scale up restoration.

WRI has a special relation with FAO.WRI and FAO have been cooperating on restoration issues since a few years and have developed several side events together on restoration. Recently, FAO has developed specific tree monitoring tool that in cooperation with WRI is now used to monitor global tree cover in the drylands. This cooperation on restoration and tree monitoring will continue and further deepen in this project.

The participation of these stakeholders will occur at multiple levels, from the global to the national and local levels. At the national and local levels, key groups of stakeholders will have roles as implementing partners, consultative partners, and private sector partners. Government agencies contacted during the project preparation phase will be supported to take the lead in the activities supported by WRI and other stakeholders, as noted in the annexed National Reports. It is via the government agencies in the countries that most activities will be implemented in the pilot countries.

Key stakeholders from the government and other implementing partners will be engaged to lead the activities of working groups organized to map restoration opportunities. Others will be engaged to provide data and to contribute to the application of the FLR restoration diagnostic tools in order to identify needed improvements in the enabling conditions for FLR. These key stakeholders will also be engaged through informal consultations, workshops and other means to develop capacity building strategies for FLR and to prepare national FLR strategies and plans.

The project will also engage a selected number of key stakeholders to participate in international and national finance dialogues designed to mobilize financing for FLR from the private and public sectors.

Finally, other key stakeholders, including representatives of local communities, will be engaged to participate in exchange visits and to take part in training programs to increase their awareness of successful cases of FLR and to share information about effective approaches to scale up FLR successes. Particular attention will be given to ensuring the participation of women and attention to gender dimensions.

The following roles for different categories of stakeholders are anticipated:

**Consultative partners** are already working globally or nationally on FLR and will be consulted regularly in a collaborative context with respect to the roll out of the project. Some consultative partners are furthermore co-financiers of FLR globally and regionally.

**Global Coordinating Entity.** GPFLR has a global mandate to coordinate FLR at the global level.

**Partner Executing Agency.** These are agencies at the national level, who have a lead role in joint decision making regarding implementation of country level activities, and participate in workshops and country level activities.

**Partners.** These are agencies at the national level that are consulted and participate in workshops and country level activities.

**NGO.** NGOs at the national level are called upon to participate in and co-lead project activities.

**Private Sector.** Entities will be engaged in the identification of new sources of financing for restoration and analysis of financial viability of restoration investments, and in the identification of investment opportunities.

| **Focus Country** | **Stakeholders** | **Role** |
|---|---|---|
| Global | World Resources Institute (WRI) | Lead overall Executing Agency |
| | United Nations Environment Programme (UNEP) | Lead overall Implementing Agency |
| | Global Partnership for Forest and Landscape Restoration (GPFLR) | Consultative partner and global coordinating entity |
| | German Ministry of Environment, Nature Conservation, Building and Nuclear Safety (BMU) | Consultative Partner and co-financiers |
| | Norwegian Agency for Development Cooperation (NORAD) | Consultative partners and co-financiers |
| | Norwegian International Climate and Forest Initiative | Consultative partners and co-financiers |
| Ethiopia | | |
| | Ministry of Agriculture | Partner Executing agency |
| | Ministry of Environment and Forest | Partner Executing agency |
| | Clinton Climate Initiative | Partner |
| | IUCN | Partner |
| | Ministry of Finance and Economic Development | Partner |
| | SOS Sahel | Partner |
| | World Vision Ethiopia | Partner |
| | Tigray Agricultural Research Institute | Partner |

| | | |
|---|---|---|
| | The Relief Society of Tigray (REST) | Partner |
| India | | |
| | Ministry of Environment, Forests and Climate Change | Partner Executing Agency |
| | Ministry of Agriculture and Cooperation | Partner Executing Agency |
| | State Department for Forests | Partner Executing Agency |
| | State Department for Agriculture | Partner Executing Agency |
| | Ministry of Finance | Partner |
| | Ministry of Commerce and Industry | Partner |
| | State Department for Watershed development | Partner |
| | State Climate Change Cell | Partner |
| | State Department for Rural Development | Partner |
| | IUCN | Partner |
| | Foundation for Ecological Security, India | NGO |
| | National Conservation Foundation | NGO |
| | ATREE, India | NGO |
| | MS Swaminathan Research Foundation, India | NGO |
| | AERF, India | NGO |
| | Sewa Mandir | NGO |
| | Lok Vaniki Kisan Samiti | NGO |
| | Arghyam, India | Consultative partner |
| | Indian Institute of Forest Management | Consultative partner |
| | Indian Institute of Technology, Mumbai | Consultative partner |
| | Indian Institute of Technology Gandhinagar | Consultative partner |
| | Bharatiya Vidyapeeth Institute of Environment Education and Research | Consultative partner |
| | National Bank for Agriculture and Rural Development (NABARD) | Consultative partner |
| | CII-ITC Centre for Sustainability | Consultative partner |
| | Indian Paper Manufacturers Association, India | Private Sector |
| | Jain Irrigation, India | Private Sector |
| | Essar, India | Private Sector |
| | Steel Authority of India Limited | Private Sector |
| Indonesia | | |
| | Ministry of Environment and Forestry | Partner Executing agency |
| | Ministry of Agriculture | Partner |
| | Ministry of Planning | Partner |
| | Ministry of Finance | Partner |
| | Puter | Partner |
| | IUCN | Partner |
| | ICRAF | Partner |
| | Millennium Challenge Corporation | Partner |
| | Ecosystem Restoration concession holders | Partner |
| Kenya | | |
| | Ministry of Environment, Water and Natural Resources | Partner Executing agency |
| | Kenya Forest Service | Partner Executing agency |
| | Clinton Climate Initiative | Partner Executing agency |
| | Ministry of Agriculture, Livestock and Fisheries | Partner |

| | | |
|---|---|---|
| | Ministry of Finance | Partner |
| | Ministry of Forestry and Wildlife | Partner |
| | Green Belt Movement | Partner |
| | IUCN | Partner |
| Niger | | |
| | Ministry of Agriculture | Partner Executing agency |
| | Ministry of Finance | Partner |
| | Ministry of Environment and Sustainable Development | Partner |
| | Ministry of Planning and Community Development | Partner |
| | CARE Niger | Partner |
| | National Agricultural Institute (INRAN) | Partner |
| | Centre Regional d'Enseigement Specialise en Agriculture (CRESA) at the University of Niamey | Partner |
| Corporate partner | ESRI | Partner |

## Section 6: Monitoring and evaluation Plan

UNEP will be responsible for managing the mid-term review/evaluation and the terminal evaluation. The Project Manager and partners will participate actively in the process. The project will be reviewed or evaluated at mid-term. The purpose of the Mid-Term Review (MTR) or Mid-Term Evaluation (MTE) is to provide an independent assessment of project performance at mid-term, to analyze whether the project is on track, what problems and challenges the project is encountering, and which corrective actions are required so that the project can achieve its intended outcomes by project completion in the most efficient and sustainable way. In addition, it will verify information gathered through the GEF tracking tools.

The project Steering Committee will participate in the MTR or MTE and develop a management response to the evaluation recommendations along with an implementation plan. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented. An MTR is managed by the UNEP Task Manager. An MTE is managed by the Evaluation Office (EO) of UNEP. The EO will determine whether an MTE is required or an MTR is sufficient.

An independent terminal evaluation (TE) will take place at the end of project implementation. The EO will be responsible for the TE and liaise with the UNEP Task Manager throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. It will have two primary purposes:

i. to provide evidence of results to meet accountability requirements, and
ii. to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and executing partners.

While a TE should review use of project funds against budget, it would be the role of a financial audit to assess probity (i.e. correctness, integrity etc.) of expenditure and transactions. The TE report will be sent to project stakeholders for comments. Formal comments on the report will be shared by the EO in an open and transparent manner. The project performance will be assessed against standard evaluation criteria using a six point rating scheme. The final determination of project ratings will be made by the EO when the report is finalised. The evaluation report will be publically disclosed and will be followed by a recommendation compliance process.

The direct costs of reviews and evaluations will be charged against the project evaluation budget.

The GEF tracking tools are attached as **Appendix 12**. These will be updated at mid-term and at the end of the project and will be made available to the GEF Secretariat along with the project PIR report. As mentioned above the mid-term and terminal evaluation will verify the information of the tracking tool.

# Section 7: Project Financing and Budget

## 7.1 Overall project budget

The overall project budget of this project is US$8,650,000. Costs to the GEF Trust Fund amount to US$1,900,000 as presented in Appendix 1.

## 7.2 Project co-financing

US$6,250,000 is provided in the form of co-financing, as presented in Appendix 2.

## 7.3 Project Cost-effectiveness

Among the most significant and transformative aspects of the Forest Landscape Restoration project is its ability to highlight the multiple benefits of restoration, improve our understanding of the cost effectiveness of scaling up restoration , and to provide decision-support tools to implement restoration activities efficiently. The tools made available through this project, and technical support aimed at building a foundation for scaling up restoration will enhance the benefits of restoration while reducing the costs. Increased support for restoration at scale can catalyze a major advance in the implementation of many successful small scale restoration projects and facilitate the mainstreaming of restoration in land use policies and poverty mitigation strategies, which will also help to deliver significant cost savings. Evidence of this comes from the case of Ethiopia, which has a wealth of successful restoration projects and is seeking to scale these up across the country. The use of the tools and methods supported through this project will enable Ethiopia and other targeted pilot countries to achieve a breakthrough in scaling up restoration.

Extending activities in support of forest landscape restoration to the five pilot countries and globally has the potential to generate significant environmental economic benefits associated with more sustainable forest and landscape management and its positive interactions with strategies in support of avoided deforestation and climate smart agriculture. This represents a significant triple win, in terms of increased productivity in targeted landscapes, increased resilience and adaptation of affected communities, and climate change mitigation. This will be further enhanced by the development of sustainable financing strategies for restoration that can be implemented in many countries.

Appendix 1:  Budget by project component and UNEP budget lines

See Appendix 1_Budget by components.xlsx

## Appendix 2:  Co-financing by source and UNEP budget lines

See Appendix 2_Co-financing by source.xlsx

## Appendix 3: Results Framework

| **STRATEGIC OBJECTIVE:** To advance the building of a foundation for forest landscape restoration at scale in five pilot countries (Ethiopia, Kenya, Niger, Indonesia, and India.) | | | |
|---|---|---|---|
| | OBJECTIVELY VERIFIABLE INDICATORS | VERIFICATION METHODS | ASSUMPTIONS |
| PROJECT OBJECTIVE<br>To catalyze and support multiple processes designed to contribute to forest landscape restoration across millions of hectares by the end of 2020. | Positive change in GEF LD3 scores and tracking tool:<br>i. Enhanced cross-sector enabling environment for integrated landscape management<br>ii. Integrated landscape management practices adopted by local communities<br>iii. Increased investments in integrated landscape management<br><br>Value from restored forest landscapes<br>Area (in hectares) under forest landscape restoration | • GEF Tracking Tool<br>• National jobs data in relevant sectors; Revenue amount redistributed to communities, Poverty level data; REDD+ project benefit sharing levels; Other potential consolidated data from national and project surveys. | • Partner executing agencies are committed to effectively and efficiently implement forest landscape restoration |
| Outcomes and Outputs | Objectively Verifiable Indicators | Verification Methods | Assumptions |

| | INDICATOR | BASELINE | TARGET | | |
|---|---|---|---|---|---|
| Component 1: Increased political inspiration, support and ambitious commitments to forest landscape restoration/REDD+ actions in Ethiopia, Kenya, Niger, Indonesia, and India. | # of national, sub-national and sector plans, strategies and policies adopted that support forest landscape restoration | 0 | One adopted integrated forest landscape restoration plan for each country | Restoration policy analysis, tracking system and database | Adopted policies lead to implementation and enforcement |
| Outcomes:<br>1.1 Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits | # of compelling analysis presentations to decision-makers including the different roles that gender plays in restoration activities | 0 | Develop land use potential maps (5) and document successful cases of restoration (5) for each country | Presentation and outreach tracking system | Other barriers to research-based decision making are removed |
| 1.2 Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020 | Area of hectares committed to Bonn Challenge goal by each country | Ethiopia has committed 15M ha to the Bonn Challenge | 100% of quantified areas for national and landscape level restoration adopted as commitments by each country | Documentation of pledges | |
| 1.3 High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally | Increased political momentum to implement forest and landscape restoration | Political interest from key stakeholders and presence of enabling conditions | Country uptake and ownership of the restoration agenda through established working groups, committees and continued engagement | Documentation of public and private commitments | |
| *Outputs/milestones* | | 0 but in progress in Kenya and Ethiopia | 6 | | |
| 1.1.a Restoration Opportunity Mapping that quantifies the area of opportunity in each country based on the best local knowledge and science developed, tested and applied in the candidate countries | # of restoration maps produced | 0 | One cost and benefit analyses per country (5) and other analyses as needed to build economic case | WRI produced maps tracking system | |
| 1.1.b Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country | # of analysis quantifying the economic costs and benefits of relevant restoration interventions (including the different roles that gender plays) produced by WRI managed funding | Same as 1.2 | Same as 1.2 | WRI produced analyses tracking system | |
| 1.2.a Pledged contributions drafted to the Bonn Challenge (hectares) | Same as 1.2 | 0 Kenya and Ethiopia have created working groups but not yet fully functional | One per country | Same as 1.2 | |
| 1.3.a Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration | # of actions taken in support of or to advance forest landscape restoration | | | High-level actions tracking system | |

| OUTCOMES AND OUTPUTS | OBJECTIVELY VERIFIABLE INDICATORS | | | VERIFICATION METHODS | ASSUMPTIONS |
|---|---|---|---|---|---|
| | INDICATOR | BASELINE | TARGET | | |
| Component 2: To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions need to have easy access to these tools, suitable policies need to be adopted and decision makers need to be equipped with relevant information. | # of institutions systematically using WRI developed tools as part of their forest landscape restoration planning, decision-making and implementation. | 0 | (same as number of confirmed executing partner agency) | Annual interviews with executing partner agency | Removing all barriers to WRI developed tools use is within the scope of our work |
| Outcomes: | | | | | |
| 2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. Decision makers empowered. | # of institutions using tools developed and tested by WRI to plan or implement forest landscape restoration | 0 | (same as number of confirmed executing partner agency) | Tool development and testing tracking system, google analytics, and institution use narratives | Tools and capacity building are what decision-makers need to plan and implement forest landscape restoration |
| 2.2. Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale | % increase in individual knowledge and skills through trainings and exchanges<br># of institutional capacity barriers addressed | 0 | Needs to be defined by Rapid Restoration Diagnostic report | Needs to be defined | |
| *Outputs/milestones* | | | | | |
| 2.1.a Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps. | # of Rapid Restoration Diagnostic reports, tools, plans, recommendations, including differentiated recommendations by gender | 0 | 9 (one diagnostic report per country and related plans, tools and recommendations) | Rapid Restoration Diagnostic reports | |
| 2.1.b Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic | Ratio of strategies adopted (# adopted/#identified) | 0 | 1 (all identified strategies adopted in each country) | Annual national level strategy tracking and review. | |
| 2.2.a Policy-makers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors. | # of exchange and training participants (disaggregated by sector and gender | 0 | 3 fora for Kenya, Ethiopia and Indonesia. Study visit in Niger and ROAM trainings and roundtable in India | Participant sign in list and participant exchange or training evaluation | |
| 2.2.b Technical exchanges between countries and at the | | 0 | 2 (one in Kenya and India) | Participant sign in list and participant exchange or | |

| | | | | | |
|---|---|---|---|---|---|
| sub-national level | # of exchange trips | | | training evaluation | |
| Component 3: To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration. | # financial or implementation barriers slowing the pace of restoration scale up addressed | 0 | 5 (one per country) | Financial barriers addressed by (3.1) and observable smooth implementation | Most implementation barriers are due to financial, tools and capacity constraints. . |
| Outcomes:<br>3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country | # WRI actions to identify resources, convene key parties to build momentum, or advocate for resources | 0 | 9 (one per country and follow-up actions as needed) | Documentation of financial pledges | Other factors will align with WRI's scope of responsibility to convene and inspire financial commitments. |
| 3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally | Progress around designing a restoration monitoring and evaluation system (with specific attention to socio-economic monitoring and evaluation) | No restoration monitoring and evaluation framework in any country | Multi-scale restoration M&E framework, system, protocol, one pilot of an M&E system that accurately reflects progress of forest landscape restoration, and accessible monitoring data on web portal | Completed restoration monitoring system | Partners will collaborate, adopt, and implement M&E frameworks as recommended by protocols. |
| *Outputs/milestones*<br>3.1.a Restoration Opportunity Fund(s) designed (national and broader in scope potentially) | Progress of establishing funds | No fund channeling money to restoration on the ground | Fund established | Functioning fund | |
| 3.1.b Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration. This includes identification of relevant financial institutions as well as potential sources of funds, grant and loan products, economic instruments and other incentives that could support restoration at scale, which notably will include the private sector | # of finance assessments conducted | 0 | 5 (one per country) | 5 financial assessments conducted | |
| 3.2.a Method for establishing baselines and monitoring changes in biomass established | # of method and protocols for monitoring changes in biomass established | 0 | 1<br>5<br>(one per country) | Method and protocol document<br>Completed baselines for each country | |

| | | | | | |
|---|---|---|---|---|---|
| | # of plans for piloting a baseline using method and protocols above<br><br>Percentage increase in tree density as a measure of global environmental benefits | | 5 % | High resolution satellite and field assessment | |

## Appendix 4: Workplan and timetable

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| **COMPONENT 1 – INCREASED COMMITMENTS TO RESTORATION** | | | | | | | | | | | |
| **Outcome 1.1 - Compelling analyses for improved decision making to support restoration** | | | | | | | | | | | |
| *Output 1.1.1* – Restoration Opportunity Mapping that quantifies the area of opportunity in each country based on the best lo knowledge and science developed, tested and applied in the candidate countries | | | | | | | | | | | |
| Activity 1.1.1.A Stocktaking and collection of relevant maps, reports and expert opinion | | | | | | | | | | | |
| • India | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | |
| • Niger | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | |
| • Global | | | | | | | | | | | |
| Activity 1.1.1.B. Develop country scale degraded lands maps to target restoration | | | | | | | | | | | |
| • India | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | |
| • Niger | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | |
| • Global | | | | | | | | | | | |
| Activity 1.1.1. C. Develop land use/ restoration options for degraded lands at **country scale** | | | | | | | | | | | |
| • India | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | |
| • Niger | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | |
| • Global | | | | | | | | | | | |
| Activity 1.1.1.D. Stocktaking and collection of relevant maps, reports and interviews with stakeholders at **priority landscape level** | | | | | | | | | | | |
| • India | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | |
| • Niger | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.1.1.E. Develop **priority landscapes scale** degraded lands maps to target restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.1.1.F. Develop land use/ restoration options for degraded lands on **priority landscaped level** | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.1.1.G **National** reports, maps and websites (depending on country), providing information on number of hectares to be restored per different land use/restoration option | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.1.1.H. **Priority landscape** report, maps, providing information on number of hectares to be restored per different land use/restoration option | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Output 1.1.2 - Quantification of potential net economic benefits in the countries developed by analyzing the | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| economic costs and benefits of the relevant restoration interventions in each country | | | | | | | | | | | | |
| Activity 1.1.2.I Quantifying the area of opportunity and the potential monetary, climate and water benefits associated with various types of restoration (agroforestry, natural forests, buffers of water bodies, reforestation of steep slopes, woodlots, etc.) | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| **Outcome 1.2 - Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020** | | | | | | | | | | | | |
| Output 1.2.1 - . Pledged contributions drafted to the Bonn Challenge (hectares) | | | | | | | | | | | | |
| Activity 1.2.1.J. National Plan/policy to implement forest landscape restoration activities | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.2.1.2K. Develop quantifiable number of hectares per country that can be committed to restoration based on the mapping and analysis of restoration opportunities | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.2.1.3. L. Official announcement of restoration goals in national plan and/or to Bonn challenge forum or other international forum | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • Global | | | | | | | | | | | | |
| **Outcome 1.3 High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally** | | | | | | | | | | | | |
| Output 1.3.1. Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration | | | | | | | | | | | | |
| Activity 1.3.1.M . Policy brief (adapted to national context and needs) outlining how responsible ministries and agencies can work together to implement a restoration strategy and policies to overcome major barriers to restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.3.1.N. Form inter ministerial working group | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.3.1.O. Form local priority landscape working groups to plan and prepare packages of forest landscape restoration interventions in priority landscapes taking into consideration opportunities to improve livelihoods and ecosystems services | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 1.3.1.P. Global Restoration Council active and engaged in supporting national level interventions | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| **COMPONENT 2 – INCREASED COMMITMENTS TO RESTORATION** | | | | | | | | | | | | |
| **Outcome 2.1 Tools developed tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. Decision makers empowered** | | | | | | | | | | | | |
| **Output 2.1.1** – Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps | | | | | | | | | | | | |
| Activitiy 2.1.1.Q Restoration Diagnostic tool adapted to each national context and implemented to review the policies, legislative and institutional framework and enabling conditions for forest landscape restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.1.2.R. National Report with recommendations on options on how to mitigate governance barriers for restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.1.1..S Restoration Diagnostic tool applied in priority landscapes to review the enabling conditions for forest landscape restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.1.1.T Report with recommendations to improve enabling conditions for restoration in priority landscapes | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.1.1.U. Report presenting a National Strategy to strengthen governance framework for forest landscape restoration at the national level and in priority landscapes | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.1.1.V. Priority Landscape Strategy plan (report) on governance framework that support restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| **Outcome 2.2 Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale** | | | | | | | | | | | | |
| **Activity 2.2.1. Policy-makers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors.** | | | | | | | | | | | | |
| Activitiy 2.2.1.1. Consultative Forum organized for national stakeholders on landscape restoration | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.2.1.2. Workshops organized and reports prepared on restoration opportunities | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.2.1.3. Organization of stock-taking visits to restoration successes and preparation of reports of field visits | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Output 2.2.2. Technical exchanges between countries and at the sub-national level | | | | | | | | | | | | |
| Activitiy 2.2.1.4. Reports on visits between districts/provinces | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 2.2.1.5. Reports on visit between countries | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| **COMPONENT 3 – CATALYZE IMPLEMENTATION AND RESULTS, FOCUSING ON THE AREAS OF FINANCE AND MONITORING** | | | | | | | | | | | | |
| **Outcome 3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale** | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| **identified in each country** | | | | | | | | | | | | |
| *Output 3.1.1* - Restoration Opportunity Fund(s) designed (national and broader in scope potentially) | | | | | | | | | | | | |
| Activitiy 3.1.1.AB. Report on identification and assessment of restoration financing (potential sources of funds, grant and loan products, economic instruments and other incentives) to support landscape restoration at scale, including potential sources from the private sector, to support restoration at the national level and in targeted landscapes | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 3.1.1.AC.. Report on roundtable workshop to discuss relevant financial institutions as well as potential sources of funds for financing restoration, including grant and loan products | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 3.1.1.AD. Report on options for financing restoration in priority landscapes | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| *Output 3.1.2* - Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration. | | | | | | | | | | | | |
| Activitiy 3.1.1.AE. Report business case for landscape restoration in priority landscapes | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 3.1.1.AF. Report on the identification of ways to strengthen existing funds and/or create new mechanisms and sources of financing for forest landscape restoration with a focus on mobilization of small holders. | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activitiy 3.1.1.AG. Report on fund raising forums convened with potential funders, including the private sector, to source initial round of investment in at least one priority landscape | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| **Outcome 3.2. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country** | | | | | | | | | | | | |
| Output 3.2.1 - Method for establishing baselines and monitoring changes in biomass established | | | | | | | | | | | | |
| Activity 3.2.1.AH. Map and report on multi-scale, integrated landscape restoration monitoring and evaluation system that can be operationalized country wide | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |
| Activity 3.2.1.AI . Map of biomass baseline for at least one priority landscape through the use of high-resolution images | | | | | | | | | | | | |
| • India | | | | | | | | | | | | |
| • Indonesia | | | | | | | | | | | | |
| • Niger | | | | | | | | | | | | |

| ACTIVITY | YEAR 1 | | | | YEAR 2 | | | | YEAR 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| • Ethiopia | | | | | | | | | | | | |
| • Kenya | | | | | | | | | | | | |
| • Global | | | | | | | | | | | | |

## Appendix 5: Key deliverables and benchmarks

| Component 1. Increased commitments to restoration | | | | |
|---|---|---|---|---|
| **Expected Outcomes** | **Deliverables** | **Type of Deliverable** | **Current state** | **Benchmark** |
| 1.1. Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits | A. Stocktaking and collection of relevant maps, reports and expert opinion | Database and Report | Currently no national overview of deforested and degraded lands that should be restored | Year 1 – 2rd Quarter |
| | B. Develop **country scale** degraded lands maps to target restoration | Maps | | Year 1 – 3rd Quarter |
| | C. Develop land use/ restoration options for degraded lands at **country scale** | Maps and reports | | Year 1 – 4th Quarter |
| | D. Stocktaking and collection of relevant maps, reports and interviews with stakeholders at **priority landscape level** | Database and Report | Partial and incomplete mapping of areas that have been restored | Year 2 – 1st Quarter |
| | E. Develop **priority landscapes scale** degraded lands maps to target restoration | Maps | | Year 2 – 1st Quarter |

| | | | | |
|---|---|---|---|---|
| | F. Develop land use/ restoration options for degraded lands at **priority landscape level** | Maps and reports | | Year 1 – 1st Quarter |
| | G. **National** reports, maps and websites (depending on country), providing information on number of hectares to be restored per different land use/restoration option | Maps, reports and websites (for selected countries) | No systematic identification of restoration options | Year 2- 1st Quarter |
| | H. **Priority landscape** reports and maps, providing information on number of hectares to be restored per different land use/restoration option | Maps and reports | No systematic identification of detailed restoration options in specific local area | Year 2- 1st Quarter |
| | I. National and priority landscape Reports that quantify the **economic benefits** and costs of the different land use/restoration options | Report | No systematic analysis of economic costs and benefits at the national level and in priority landscapes that takes account of the many different benefits (socio-economic, carbon , biodiversity) and costs of restoration | Year 2- 1st Quarter |

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| 1.2. Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020 | J. National plan/policy to implement forest landscape restoration activities | Brief | No national scale plans to mainstream restoration in national land use and economic development plans | Year 2- 1st Quarter |
| | K. Report with quantifiable number of hectares per country that can be committed to restoration based on the mapping and analysis of restoration opportunities | Report | No quantified baseline for commitments to forest landscape restoration | Year 2- 2nd Quarter |
| | L. Official announcement of restoration goals in national plan and/or to Bonn challenge forum or other international forum | Policy paper | Few countries have made commitments (inside and outside the Bonn challenge forum) | Year 2- 2nd Quarter |
| 1.3. High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally | M. Policy brief (adapted to national context and needs) outlining how responsible ministries and agencies can work together to implement a restoration strategy and policies to overcome major barriers to restoration | Brief | National strategies and planning processes related to forest landscape restoration lack description of different roles of concerned ministries and agencies, provisions for efficient information sharing, short timeframes on planning processes, clear definition of restoration activities and recognition of the importance of agroforestry | Year 2- 1st Quarter |

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| | N. Inter-ministerial working group formed to guide national restoration strategy and implementation | Working group | Currently weak coordination between ministries and agencies on land use planning and restoration | Year 1- 2nd Quarter |
| | O. Stakeholder working group formed to guide priority landscape restoration strategy and implementation | Working group | | Year 1- 3rd Quarter |
| | P. Global Restoration Council active and engaged in supporting national level interventions | Council | Currently no global group actively advocating for restoration as in the case of REDD+ | Year 1- 2nd Quarter |
| **Component 2. Enabling conditions between sectors in place to allow for large-scale restoration** | | | | |
| **Expected Outcomes** | **Deliverables** | **Type of Deliverable** | **Current state** | **Benchmark** |

| | | | | |
|---|---|---|---|---|
| 2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools, and decision makers are empowered | Q. Restoration/ land use and institutional governance Diagnostic tool adapted to each national context and implemented to understand enabling conditions and barriers | Report | No systematic and comprehensive assessment of policy, institutional and governance barriers and incentives for implementing forest landscape restoration at scale | Year 2- 2nd Quarter |
| | R. Recommendations on options on how to mitigate governance barriers for restoration | Report | No guidance on how to overcome governance barriers | Year 2- 3rd Quarter |
| | S. Restoration/ land use and institutional governance Diagnostic tool implemented on **priority landscape level** | Report | No clear idea of key barriers impeding scaling up of restoration in targeted priority landscapes | Year 2- 4th Quarter |
| | T. **Priority landscape** report with recommendations on options on how incentivize and mitigate governance barriers for restoration | Report | No guidance on how to strengthen governance, reduce barriers and improve enabling conditions for restoration | Year 3- 1st Quarter |

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| | U. Report presenting a National Strategy to strengthen governance framework for forest landscape | Report | No strategy to implement a restoration friendly governance system | Year 3- 1st Quarter |
| | V. Report presenting a **priority landscape** strategy to strengthen governance framework for forest landscape | | No strategy to implement a restoration friendly governance system | Year 3- 2nd Quarter |
| 2.2. Increased capacity of key actors and institutions to assess the potential for, and implement of forest and landscape restoration actions at scale | W. Consultative Forum organized for national stakeholders on landscape restoration | Forum and minutes | Currently limited exchange of information on restoration successes between countries | Year 3- 2nd Quarter |
| | X. Workshops organized and reports prepared on restoration opportunities | Workshop and minutes | Currently no documentation or overview of relevant restoration successes | Year 3- 2nd Quarter |
| | Y. Organization of stock-taking visits to restoration successes and preparation of reports of field visits | Report | Incomplete documentation of field level restoration successes | Year 3- 2nd Quarter |
| | Z. Reports on visits between districts/provinces | Field reports | Limited sharing in-country of information about restoration of successes | Year 3- 2nd Quarter |
| | AA. Reports on | | Few visits between | Year 3- 2nd |

| | | | | |
|---|---|---|---|---|
| | visits between countries | | countries with successful restoration | Quarter |
| **Component 3. Catalyze implementation and results, focusing on the areas of finance and monitoring** | | | | |
| **Expected Outcomes** | **Deliverables** | **Type of Deliverable** | **Current state** | **Benchmark** |
| 3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country | AB. Assess restoration financing options(potential sources of funds, grant and loan products, economic instruments and other incentives) to support landscape restoration at scale, including potential sources from the private sector, to support restoration at the | Report | Currently no national overview of financial packages that could accelerate the pace of forest landscape restoration at scale | Year 2- 2nd Quarter |

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| | national level and in targeted landscapes | | | |
| | AC. Organize roundtable workshop to discuss relevant financial institutions as well as potential sources of funds for financing restoration, including grant and loan products | Report | Currently land use planners are not aware of the possibilities for investing in restoration | Year 2- 3rd Quarter |
| | AD. Develop options for financing restoration in priority landscapes | Report | Currently no clear way forward on how financial deals can be packaged and linked to restoration projects | Year 2- 4th Quarter |
| | AE. Develop business case for landscape restoration in priority landscapes | Report | Currently no clear business case for returns on investment in restoration in priority landscapes that is appealing for investors | Year 3- 1st Quarter |
| | AF. Identification of ways to strengthen existing funds and/or create new mechanisms and sources of financing for forest landscape restoration with a | Report | Currently funding mechanisms are not designed for investing in small-holder restoration | Year 3- 2nd Quarter |

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|---|---|---|---|---|
| | focus on mobilization of small holders | | | |
| | AG. Fund raising forums convened with potential funders, including the private sector, to source initial round of investment in at least one priority landscape | Report | Currently no large scale funding available for long term investment in forest landscape restoration | Year 3- 4th Quarter |
| 3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally | AH. Develop multi-scale, integrated landscape restoration monitoring and evaluation system that can be operationalized country wide | Map and report | Currently no overview and monitoring of tree cover and resource condition and productivity in landscapes outside forests. No baseline on degraded land, yields and outputs, carbon storage, ecosystem services and incomplete monitoring of how projects change the situation. Without a clear results framework, changes in landscapes cannot be measured, or quantified and thus no investment impacts can be identified | Year 2- 1st Quarter |
| | AI. Develop biomass baseline for at least one priority landscape through the use of high-resolution images | Map and report | Currently no detailed biomass maps of landscapes and no monitoring to quantify results on carbon storage | Year 2- 2nd Quarter |

## Appendix 6: Costed M&E Plan

UNEP will be responsible for managing the mid-term review/evaluation and the terminal evaluation. The Project Manager and partners will participate actively in the process. The project will be reviewed or evaluated at mid-term. The purpose of the Mid-Term Review (MTR) or Mid-Term Evaluation (MTE) is to provide an independent assessment of project performance at mid-term, to analyze whether the project is on track, what problems and challenges the project is encountering, and which corrective actions are required so that the project can achieve its intended outcomes by project completion in the most efficient and sustainable way. In addition, it will verify information gathered through the GEF tracking tools.

The project Steering Committee will participate in the MTR or MTE and develop a management response to the evaluation recommendations along with an implementation plan. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented. An MTR is managed by the UNEP Task Manager. An MTE is managed by the Evaluation Office (EO) of UNEP. The EO will determine whether an MTE is required or an MTR is sufficient.

An independent terminal evaluation (TE) will take place at the end of project implementation. The EO will be responsible for the TE and liaise with the UNEP Task Manager throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. It will have two primary purposes:

iii. to provide evidence of results to meet accountability requirements, and
iv. to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and executing partners.

While a TE should review use of project funds against budget, it would be the role of a financial audit to assess probity (i.e. correctness, integrity etc.) of expenditure and transactions. The TE report will be sent to project stakeholders for comments. Formal comments on the report will be shared by the EO in an open and transparent manner. The project performance will be assessed against standard evaluation criteria using a six point rating scheme. The final determination of project ratings will be made by the EO when the report is finalised. The evaluation report will be publically disclosed and will be followed by a recommendation compliance process.

The direct costs of reviews and evaluations will be charged against the project evaluation budget.

The GEF tracking tools are attached as **Appendix 12**. These will be updated at mid-term and at the end of the project and will be made available to the GEF Secretariat along with the project PIR report. As mentioned above the mid-term and terminal evaluation will verify the information of the tracking tool

TABLE 1: COSTED M&E PLAN

| M&E activities and reports | Timeline | Responsibility | Budget |
|---|---|---|---|
| | | | |
| • **Inception workshop**<br>• **Updated Results Framework outputs, activities and targets** | Within 2 months of receipt of funding | WRI and partners in consultation with GEF | Conference budget |
| **Restoration Monitoring** | | | |
| • **Design multi-sector and multi-scale M&E framework for restoration**<br>• **Pilot landscape level and national level monitoring methods** | Within 2 months of receipt of funding<br>Within 4 months of receipt of funding | WRI and executing agencies | M&E Staff from non-GEF funding |
| **Project Monitoring & Preparing for Evaluations** | | | |
| • **Update project indicators**<br>• **Document evidence of emerging project outcomes** | Quarterly<br>Quarterly | WRI and partners will contribute indicators data and document evidence | M&E Staff from non-GEF funding |
| **Yearly Narrative Reports** | | | |
| • **Narratives include progress against project objectives and challenges** | Every 12 months | WRI project manager and project administrator | M&E Staff Funding |
| **Quarterly Financial Reports** | | | |
| • **Project expenditures according to established budgets and allocations** | 30 days after the end of each quarter | WRI budget manager | Budget Manager Funding |
| **Financial Audits** | | | |
| • **Audit reports** | 30 days after the end of each year as well as 6 months after project completion | Independent auditor | $10,000 |
| **Evaluations** | | | |
| • **Internal midterm evaluation**<br>• **Independent terminal evaluation** | Mid-term of project (start date is receipt of funding)<br>Final evaluation will be completed at 6 months after project end date | UNEP Task Manager (MTR only) and UNEP Evaluation Office (MTE option and TE) | Fee Budget<br>$30,000 |

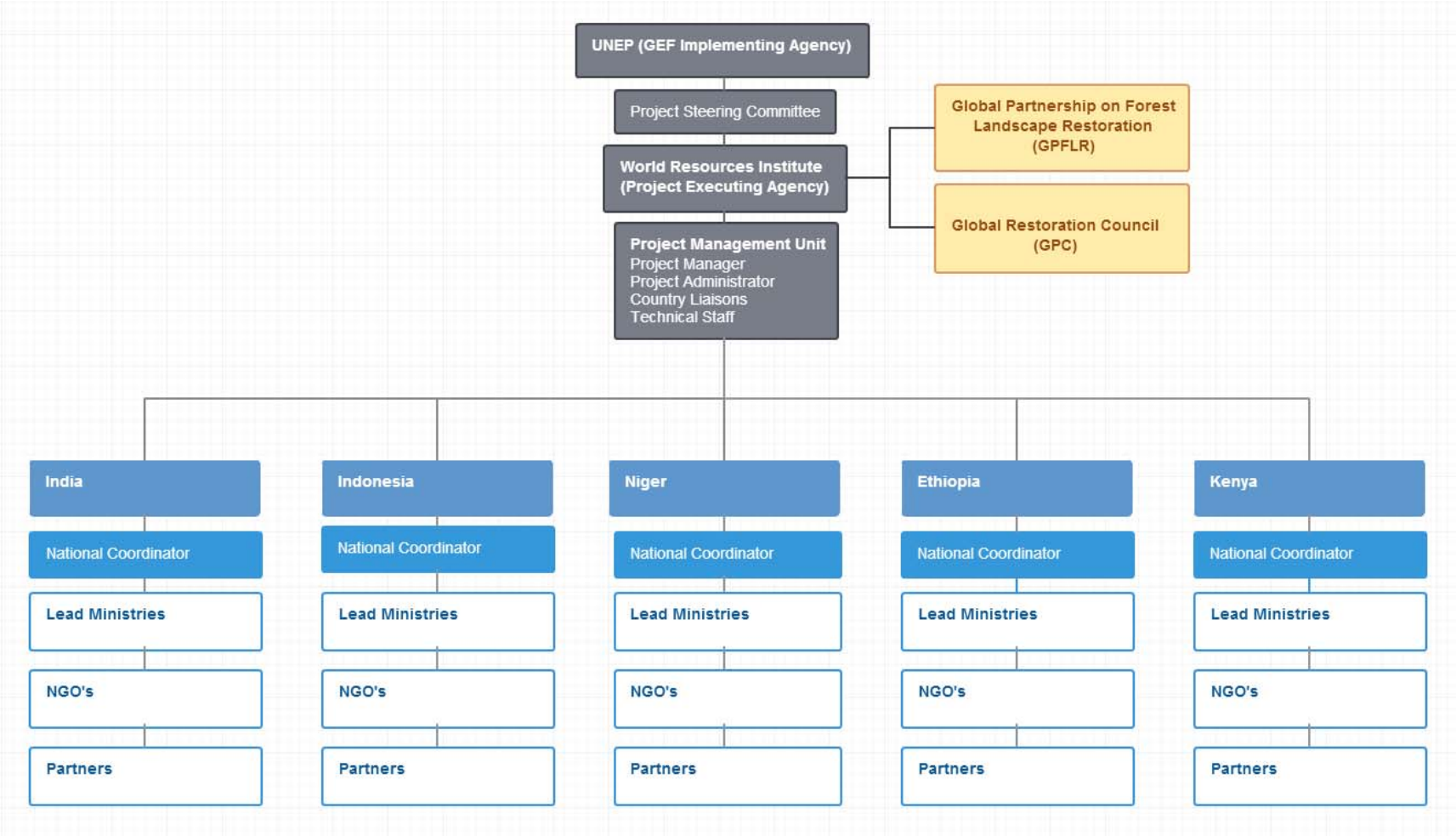
The Results Framework was developed to define the theory of change and the relationship between the three components and their outputs and activities. The Results Framework and Workplan will be

updated on a quarterly basis and used as a tool for monitoring project progress for adaptive management. Responsibilities for monitoring and evaluation are assigned to the various executing institutions. The WRI Project Management Team will be responsible for developing the system and process to gather and maintain data related to the different indicators included in the Results Framework.

## Appendix 7: Summary of reporting requirements and responsibilities

| Reporting Requirements | Due Date | Responsibility of |
|---|---|---|
| Inception Report | Up to 3 months after project inception meeting | Project Manager<br>Project Coordinator |
| Expenditure report accompanied by explanatory notes | Quarterly on or before 30 April, 31 July, 31 October, 31 January | Project Manager<br>Project Coordinator |
| Cash advance request and details of anticipated disbursements | Quarterly or when required | Project Manager<br>Project Coordinator |
| Audited expenditure report for year ending 31 December | Yearly on or before 30 June | Project Executing Agency (WRI) |
| Minutes of Steering Committee meetings | Yearly (or as relevant) | Project Manager<br>Project Coordinator |
| Final Report | 3 months after project completion date | Project Coordinator |
| Final expenditure statement | 4 months after project completion date | Project Manager<br>Project Coordinator |
| Mid-term Evaluation | Midway through project | TM,<br>Project Coordinator |
| Final audited report for expenditures of project | 6 months after project completion date | Project Executing Agency (WRI) |
| Independent Terminal Evaluation Report | 6 months after project completion date | Evaluation and Oversight Unit (EOU) |

## Appendix 8: Decision-making flowchart and organogram



## Appendix 9: Co-financing commitment letters from project partners

This appendix (see separate file) includes the following co-financing commitment letters:

- UNEP
- Norad
- ESRI
- Clinton Climate Initiative
- World Resources Institute
- Ethiopia
- Kenya
- Niger

## Appendix 10: WRI Procurement Policy

PURCHASING AND CONTRACTING POLICY
World Resources Institute
Date: September 12, 2011

### Purpose

This policy sets forth guidelines to ensure that research, editing, supplies, equipment, construction, renovations and other services for the World Resources Institute (hereafter referred to as "WRI") are obtained in an effective manner and in compliance with applicable federal law.

### Procurement Policy

1. WRI acquires goods and services through various funds. These include restricted, temporarily restricted, and unrestricted funds. It is WRI's policy to follow the requirements of OMB Circular 110 regarding the procurement of goods and services, especially for U.S. Government-funded projects. The nature of grants with the U.S. Government and most other donors means that all costs incurred may eventually be audited by public accountants or the Inspector General's office. It is therefore essential to negotiate the most economical conditions for all purchases.

2. WRI frequently uses grant funds for procurement actions needed to meet grant requirements. Federal regulations require all procurement transactions be conducted in a manner, to the maximum extent possible, of complete impartiality based strictly on the merits of a supplier's proposal and applicable related considerations such as delivery, quantity, after-sale service, etc.
a. WRI staff should determine whether the solicitation of several competitive bids or the use of an RFP is necessary. For example, if the procurement is for a complex task or a significant amount of money an RFP may be needed.
b. Some actions require highly specialized services and consultants and a noncompetitive procurement may be needed. In such instances, a sole source justification must be written and incorporated in the procurement package (see attachment 1).

3. The initiating staff, Grants Director, Controller or Office Manager is responsible for reviewing all bids, and must ensure funds are available for purchases. All bids and purchase documents must be saved in the Accounting Department for future audits. It is WRI's policy to procure only those items which are required to fulfill the objectives of grants and contracts, or those which are genuinely needed by the organization to meet its mission.
4. All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. WRI should be alert to conflicts

of interest or noncompetitive practices that restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitation for bids and/or requests for proposal should be excluded from competing for such procurements. Awards shall be made to the bidder whose bid or offer is responsive to the solicitation and is most advantageous to WRI, price, expertise and other factors considered. Solicitations must clearly set forth requirements that the bidder must fulfill in order that the bid or offer can be evaluated by WRI personnel. Any and all bids or offers may be rejected when it is in WRI's interest to do so.

5. Solicitations for goods and services shall be based upon a clear and accurate description of the technical requirements for the material, product or service to be procured. Such a description shall not, in competitive procurements, contain features which unduly restrict competition. "Brand name or equal" descriptions may be used as a means to define the performance or other salient requirements of procurement.

6. Positive efforts shall be made by WRI to utilize small businesses and minority-owned businesses as sources of supplies and services. Such efforts should allow these sources a reasonable opportunity to compete for contracts (see attachment III).

7. The type of procuring instruments used, e.g., fixed price contracts, cost reimbursable contracts, purchase orders, or incentive contracts, shall be determined by WRI. The selection of a particular procuring instrument must be appropriate for the procurement and promote the best interest of the program. The "cost-plus-a-percentage-of-cost" method of contracting shall not be used on federal-sponsored awards.

8. Contracts shall be made only with responsible contractors who possess the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration shall be given to such matters as contractor integrity, record of past performance, financial and technical resources or accessibility to other necessary resources.

9. All proposed sole source contracts or instances where only one bid or proposal is received in which the expenditure is expected to exceed $25,000 shall be reviewed and approved by the Grants Director and the CFO. All appropriate required forms must accompany all contracts in excess of $25,000 when they are submitted for review and approval.

1

0. Some form of price or cost analysis should be made in connection with every procurement action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, mark prices and similar indicia. Cost analysis comprises the review and evaluation of each element of cost to determine reasonableness, if it can be allocated and if it is allowable.

11. Procurement records and files for purchases in excess of $25,000 shall include the following:

- Basis for contractor selection
- Justification for lack of competition when competitive bids or offers are not obtained
- Basis for award cost or price
- A system for contract administration that shall be maintained to ensure contractor conformance with terms, conditions and specifications of the contract, and to ensure adequate and timely follow-up of all purchases. Example: The contractual agreement should specify these terms.

12. WRI's employees must not solicit nor accept gratuities, favors or gifts of monetary value from contractors or potential contractors. No employee shall participate in the selection or administration of an award where to his/her knowledge, his/her business associates, or members of his/her immediate family have a financial interest. Employees must withdraw from the selection and administration process if they are negotiating employment with an awardee.

13. All efforts should be made to solicit multiple bids (see attachment IV for process).
1
4. Subgrants made by WRI are exempt from the Purchasing and Contracting Policy.

**FY2012**

(Signed by the Requestor) (Approved by the CFO/Grant Administer)

**Date: Date:**
☐ Approved

# SOLE SOURCE JUSTIFICATION CHECKLIST

Sole source purchases are defined by the World Resources Institute as clearly and legitimately limited to a single supplier of particular good or service. This form must accompany purchase requisitions for the sole source procurement of equipment, supplies or services when the purchase will exceed $25,000. The purpose of this sole source justification is to show that a competitive procurement is impractical because only one product or service can meet the specific need. It is not to be utilized to circumvent normal purchasing procedure, nor for a price-based justification.

**PART I:** Description of Sole Source Justification

**PART II** (To Be Completed By Program Staff)**:**
**Requested By: Phone Ext: Date:**
**Vendor Name:**
**Estimated**
**Cost:**

**Program**
**Number:**
**1) Describe the good or service and its function to the Program:**
**requirements, capabilities and compatibility:**
None of the above applies. The requester must attach a detailed explanation and justification for this sole source request.
**WRI and why alternatives are unacceptable. Be specific with regard to specifications, features, characteristics,**
**2) Check the box that best describes your reason for requesting a sole source purchase:**
Sole source request is for the original manufacturer or specified service provider; there are no other alternatives.
This is the only known item or service that will meet the specialized needs of the program or perform the intended function.
This is the sole provider of a licensed or patented good or service.
This is the sole provider of items that are compatible with existing equipment, inventory, systems, programs or services.
This is the sole provider or goods and services for which WRI has an established relationship.
**3) Explain why the product or service represented is the only product or service that can satisfy the requirements of**

**PART III:** Approval and Authorization

**PART IV** (For Internal Processing Only)**:**
Not Approved - Reason: .
I hereby request that a Sole Source be approved for the procurement of the above stated goods and services and that the conditions
stated do not violate the conditions of the World Resources Institute's Conflict of Interest Policy:

## Procurement Guidance
## Attachment II

## Procurement actions shall follow procedures to assure the avoidance of purchasing unnecessary or duplicative items. Where appropriate, an analysis shall be made of lease and purchase, alternatives to determine which would be the most economical, practical procurement.

1. Design a requisition template – to be filled out by anyone who wants to office supplies or equipment.

2. Requisition forms should be approved by an appropriate supervisor

3. The form should be sent to the facilities office for approval

4. A staff in the facilities office must check our records to ensure that we do not already have the asset in stock and / another program does not have the same asset that they can share.

5. The staff must sign and indicate his/her search results on the requisition form

6. Before the facilities manager approves a requisition, he/she should satisfy him/herself that step five (5) has been performed.

7. All purchase of office supplies and equipment should be made by the facilities office. This will ensure proper recording and tracking of WRI assets

8. In the specific case of equipment costing more than $25,000 **a fully documented analysis of lease versus buy** needs to be made before we lease or buy the equipment.

### TO BUY OR LEASE?

Below are factors that need to be considered and properly documented before we buy or lease any document costing more than $25,000.
-What is the useful life of the equipment?
- Direct cost
-Indirect cost: administration, installation and overhead cost
- In some cases cost of capital to acquire the equipment
-Technological risk
- cost of service and support
-assets management
-financial management objective

**ATTACHMENT # III**

**Resources for Women and Minorities**
**The purpose of this document is to list and describe organizations where WRI should list RFPs to attract more women and minority applicants.**

**1. Foundation Center**
Description:
Established in 1956 and today supported by close to 550 foundations, the Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. The Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants — a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit the Center's web site each day and are served in its five regional library/learning centers and its network of 450 funding information centers located in public libraries, community foundations, and educational institutions nationwide and beyond. Link:
http://www.foundationcenter.org/findfunders/;jsessionid=VSABJ1PQQSKKLLAQBQ4CGW15AAAACI2F

**2. Position WRI on Charity Navigator's 'Top Ten List'**
Description:
Each of these 10 charities has been vetted by Charity Navigator and by the public. They've all earned the highest, 4-star rating from Charity Navigator. And these charities also have the highest average review rating (and a minimum of 10 reviews) from various stakeholders (such as donors, recipients of the charity's services, volunteers and community partners).
Link: http://www.charitynavigator.org/index.cfm?bay=topten.detail&listid=118

**3. U.S. Department of Labor Small Business, Office of Small and Disadvantaged Business Utilization-Specialists Database (for Procurement Assistance)**
Description:
Names, addresses, and phone numbers of agency small business specialists.

Link: http://www.dol.gov/oasam/programs/osdbu/pubs/sbspa.htm
**4. SBA's Online Women's Business Center (For Government/ Contracting Officials)**
Description:
The Office of Women's Business Ownership (OWBO) exists to establish and oversee a network of Women's Business Centers (WBCs) throughout the United States and its territories. Through the management and technical assistance provided by the WBCs, entrepreneurs, especially women who are economically or socially disadvantaged, are offered comprehensive training and counseling on a vast array of topics in many languages to help them start and grow their own businesses.
Link: http://archive.sba.gov/aboutsba/sbaprograms/onlinewbc/index.html

**Attachment IV**
**World Resources Institute**
**RFP Solicitation Process**
**RFP Criteria**

- Review procurement policy to determine if a formal RFP process is required
- Inform relevant program and administrative staff of need to create RFP

**Define Requirements**

- Interview staff as needed to understand their product and service needs
- Document requirements
- Define criteria for evaluation of the responses
- Identify the evaluation team

**RFP Creation**

- Draft RFP
- Review RFP with relevant program and administrative staff
- Refine RFP
- RFP content ready to release

**Market research**

- Identify potential companies with appropriate product or service offerings
- Determine if preliminary request for interest/information is needed
- Solicit RFI responses (if needed)
- Finalize target companies for RFP

**RFP Release**

- Determine time frames for specific response stages
- Finalize RFP with time frames and points of contact
- Release RFP to target companies

**Review Proposals**

- Perform initial evaluation and clarify concerns
- Evaluate proposals based on established criteria
- Eliminate offerors that do not meet criteria
- Prepare for discussions with remaining offerors

**Face-to-Face Discussions/Negotiations (Optional)**

- Invite finalists to present their solutions
- Analyze the solutions and demonstrations from finalists

**Selection Decision**

- Analyze final proposals

- Select vendor or consultant
- Award contract
- Notify unsuccessful offerors

## Appendix 11: Terms of reference for key personnel

### 1. TERMS OF REFERENCE OF PROJECT MANAGER

The Executing Agency in collaboration with the Implementing Agency will appoint a suitably qualified person to provide primary support for the implementation of the UNEP/GEF supported project "Building the Foundation for Forest Landscape Restoration at Scale" (GEF/FLR). The appointee will be based at the global headquarters of the executing agency, World Resources Institute, in Washington, D.C.

**Functions**
The GEF/FLR Project Manager will:

- Provide management leadership, guidance for coordination and technical support for project implementation globally and in the five pilot countries of India, Indonesia, Niger, Ethiopia and Kenya;
- In consultation with Country Liaisons, National Coordinators and national partners, oversee the preparation of national work plans and annual updates, including project budgeting and reporting;
- Facilitate development and signing of the Letters of Agreement (LoA) with appropriate national partners to undertake activities specified in the work plan
- In collaboration with Country Liaisons and National Coordinators, provide oversight and support for collaboration with different project partners from relevant national institutions for the implementation of national project components;
- Assist the project team in working to ensure political and policy level buy-in to the project's strategic objectives
- Ensure efficient and effective communication about the plans, status and results of project activities at national and global levels;
- Participate in meetings of the Project Steering Committee where the work plan and budget of national project components will be agreed by project partners;
- Prepare project status reports for the Project Steering Committee and ensure that project is executed in accordance with relevant UNEP/GEF and in-country requirements;
- Monitor the financial and budgetary status of the global and national components of the project;
- Be responsible for approving and endorsing all financial documentation of the national components of the project;
- Ensure the delivery of in-kind and in-cash contributions for implementation of project components;
- Approve terms of reference and conduct hiring procedures for national consultants and ensure needed support is provided to consultants to enable them to complete their work on the project;
- Oversee public relations for the project;
- Maintain good communication with other relevant projects as well as with project stakeholders.

**Outputs**

- Project Management arrangements are in place and fully functional;
- At least two Project Steering Committee meetings are held each year;
- Scheduled project activities are completed successfully;
- Project implementation is well coordinated;
- Project implementation maximizes synergies with other relevant projects in the country;
- Annual Project Work plan and budget are prepared and submitted to the Steering Committee for approval on a timely basis;
- Periodic technical and financial reports prepared and submitted to the Steering Committee within stipulated deadlines;
- Transfers of GEF funds from WRI to sub-contractors are efficiently accomplished;
- Project objectives successfully met;
- UNEP/GEF norms for monitoring and evaluation of project performance, output delivery and impact are applied;
- Nationally contracted consultants and national project staff are well supervised;

**Relationships**

The Project Manager will:

- Be accountable to the Executing Agency (WRI) for the achievement of project objectives, results, and all fundamental aspects of project implementation and management;
- Maintain regular communication with the Project Steering Committee;
- Maintain regular communication with the UNEP GEF Task Manager;
- Supervise the work of the Project Administrator, Country Liaisons and Technical Specialists;

**Qualifications**

- Advanced university degree (Ph.D. or Master's) in ecology, environmental sciences, climate change studies and evidence of training in the field of Natural Resource Management (NRM);
- Minimum of five years of experience in the management of national/international projects;
- Proven experience in project management;
- Proven experience in facilitating meetings or discussions;
- Experience with GEF policies and procedures including logframe and similar project planning tools;
- Willingness and ability to travel frequently within country and to partner countries;
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities, etc.;
- Proven ability to manage budgets;
- Fluency in written and spoken English and strong communication skills.

## 2. TERMS OF REFERENCE OF NATIONAL COORDINATORS

WRI as the GEF/FLR Executing Agency in collaboration with UNEP and national Partner Executing Agencies will appoint a suitably qualified candidate to fill the post of National Coordinator of the Project in each of the five pilot countries. The National Coordinator may be a full-time or part-time staff person or consultant, and will be based in the pilot country.

**Functions**

The National Coordinator will:

- Provide technical and administrative leadership to the project team and act as the national representative of the project at regional and international levels;
- Observe agreed project management procedures in order to facilitate project implementation and ensure delivery of high quality outcomes;
- In consultation with local partners, support the preparation of national work plans and annual updates including national budget allocations;
- Facilitate communications and linkages at local and national levels as well as with the Project Manager;
- Organize national meetings, draft the agenda, and record decisions of national meetings;
- Coordinate implementation of project activities and the achievement of targeted outcomes and results with the national teams;
- Supervise the management of the project budget in accordance with the agreed work plan and approved disbursal of project funds, taking into account the decisions of the Project Steering Committee and national teams;
- Assist the Project Manager in developing monitoring and evaluation reports:
- Participate in the public relations activities for the project in the pilot country;
- Maintain good communication with project partners and others in the pilot country;
- Coordinate country provision of committed in-kind and in-cash contributions for the project.
- Coordinate the national scientific and technical team;
- Coordinate and contribute to the preparation and publication of national scientific and technical outputs from the Project;

**Outputs**

- National teams established and fully functional;
- Periodic meetings held to review project planning and implementation;
- Scheduled project activities completed successfully;
- Project activities well-coordinated with other relevant projects at national level;
- Project implementation at the country level well-coordinated with global components and activities;
- Annual operational plan including budget prepared and submitted on time to the Executing Agency;
- Quarterly and bi-annual technical (Progress Reports, Project Implementation Reports) and financial reports (GEF fund and Co-financing) prepared and submitted to the Executing Agency completely and timely;
- National, local and site level workshops and other monitoring meetings convened as needed;
- Assist UNEP GEF Senior Project Management Officer and the independent evaluator (to be appointed by UNEP in the Mid-Term Review and Final Evaluation of the project;
- Project objectives successfully met;
- Effective public relations and public awareness at country level;

**Relationships**

The National Coordinator will:

- Be accountable at the national level for the achievement of project objectives, results, and all fundamental aspects of project execution;
- Report to the GEF/FLR Project Manager through the designated Country Liaison (based in Washington DC or in-country with WRI)
- Be accountable to the Project Manager and Country Liaison for the achievement of project objectives, results and all technical aspects of national component execution;

- Maintain regular communication with the local and national project partners that may be interested in furthering the project outcomes;
- Maintain regular communication with the Country Liaison and Project Manager;
- Supervise the work of the national consultants and project partners.

**Qualifications**

- Advanced university degree in an Environmental field and evidence of training in fields relevant for Forest Landscape Restoration.
- A good understanding of sustainable development, environmental and natural resource management issues in the pilot country
- Familiarity with the United Nations Convention on Biological Diversity and the United Nations Convention to Combat Desertification and UN Framework Convention on Climate Change and issues related to GEF Focal Area – Land Degradation
- Minimum of 5 years of experience in the management of international or national projects;
- Experience in facilitating meetings or discussions;
- Experience with working with local and national partners
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities.
- Fluency in written and spoken English and strong communication skills.

## 3. TERMS OF REFERENCE FOR PROJECT ADMINISTRATOR

The Executing Agency in consultation with the Project Manager will appoint a suitably qualified person to provide support to the administration and management of execution of GEF FLR project. The appointee will be based at the global headquarters of the executing agency, World Resources Institute, in Washington, D.C. and work closely with the Project Manager, Country Liaisons, National Coordinators and technical specialists of the GEF FLR Project.

This will include:

**Functions**

The Project Administrator will undertake the following duties:

- Provide support to the Project Manager and project team in the financial and administrative management of the project;
- Act as secretary to the Project Steering Committee
- Assist in project administration by assembling and preparing necessary documentation; helping to prepare letters of agreement for research and consultancy services; monitor budgets and liaise with accounting staff about payments and financial reports; interact with external agencies on non-technical and administrative matters;
- Assist in recording and monitoring project expenditures and funds availability in close consultation with the Project Manager;
- Assist Project Manager in preparing quarterly financial reports and reimbursement claims for submission to the Executing Agency;
- Undertake office fixed assets inventory and its reporting to the Executing Agency;
- Format reports, proceedings and other relevant documents;
- Assist Project Manager in organizing and conducting Steering Committee meetings

- Assist National Coordinators in communication with national partners and local authorities by phone, fax and other correspondence;
- Update project website;

**Outputs**
- Project activities are implemented successfully;
- Annual operational plan including budget prepared and submitted in timely manner;
- Quarterly and annual technical and financial reports prepared and submitted in timely manner;
- UNEP/GEF norms for monitoring and evaluation of project performance, output delivery and impact applied;
- Project management team functions effectively;
- Project website is developed and maintained.

**Relationships**
The Project Administrator will:
- Report directly and be accountable to the Project Manager;
- Maintain regular communication with the Project Manager and project team;
- Provide administrative assistance to the project management team.
- Act as the focal point in information gathering/dissemination from/to national partners.

**Qualifications**
- Minimum of two years of professional experience relevant in international or government organizations;
- Proven ability to manage budgets;
- Experience in word processing and other relevant office applications software packages;
- Fluency in written and spoken English.

## 4. TERMS OF REFERENCE OF PROJECT STEERING COMMITTEE

A Project Steering Committee will be established to provide general oversight and guidance to the project's global and national components, facilitate inter-agency coordination and monitor global and national-level activities. The Steering Committee will be comprised of individuals representing key sectors and institutions and will ensure the project responds to national and international needs. They will include representatives of the NGO community and civil society.

The Project Steering Committee will be composed of:

- Representative of the GEF Secretariat
- Representative of UNEP Headquarters
- UNEP Task Manager
- WRI Project Manager;
- WRI Project Administrator (Secretariat for the Steering Committee)
- Representatives of pilot countries

The Project Steering Committee will hold its meetings at least two times per year and its primary activities are to:

- Provide general oversight and guidance to the project;
- Facilitate interagency coordination;
- Review and approve the annual work plans and annual technical reports;
- Review budget and co-financing status;
- Supervise the evaluation, monitoring and reporting aspects of the national component;
- Review and advise on implementation of national project component, as defined in the project logframe and work plan, through the evaluation of bi-annual reports, records of meetings and other relevant documents;
- Monitor inputs of international and national partners, ensuring that project obligations are fulfilled in a timely and coordinated fashion;
- Review and approve national components outputs.

## Appendix 12: GEF Tracking Tool (Separate file)

See separate file:  GEF LD3 Tracking Tool-Building the Foundation for Forest Landscape Restoration at Scale.xlsx

## Appendix 13: National Reports (separate file)

This appendix includes the following national reports:

- Kenya National Report
- Ethiopia National Report
- Rapport national du Niger
- Indonesia National Report
- India National Report

### Kenya National Report

### Ethiopia National Report

### Rapport National du Niger

### Indonesia National Report

### India National Report