



6 REQUEST FOR PROJECT ENDORSEMENT/APPROVAL

PROJECT TYPE: Full-sized Project

TRUST FUND: GEF Trust Fund

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PART I: PROJECT INFORMATION

Project Title: Global Learning, Finance, and Partnerships project under TRI			
Country(ies):	Global	GEF Project ID: ¹	9522
GEF Agency(ies):	IUCN FAO UNEP	GEF Agency Project ID:	P02339
Other Executing Partner(s):	IUCN, FAO, UN Environment Finance Initiative	Submission Date:	
GEF Focal Area (s):	Multi-focal Areas	Project Duration (Months)	60
Integrated Approach Pilot	IAP-Cities <input type="checkbox"/> IAP-Commodities <input type="checkbox"/> IAP-Food Security <input type="checkbox"/>	Corporate Program: SGP <input type="checkbox"/>	
Name of Parent Program	The Restoration Initiative (TRI)	Agency Fee (\$)	316,775

A. FOCAL AREA STRATEGY FRAMEWORK AND OTHER PROGRAM STRATEGIES²

Focal Area Objectives/Programs	Focal Area Outcomes	Trust Fund	(in \$)	
			GEF Project Financing	Co-financing
(select) (select) SFM-4	Improved collaboration between countries and across sectors on the implementation of SFM.	GEFTF	3,519,725	3,900,000
Total project costs			3,519,725	3,900,000

B. PROJECT DESCRIPTION SUMMARY

Project Objective: Strengthen overall delivery of TRI by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to TRI country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives

Project Components/Programs	Financing Type ³	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Confirmed Co-financing
Component 1: TRI Coordination and Adaptive Management	TA	Outcome 1.1: Improved coordination among program stakeholders and increased effectiveness of Program investments; Enhanced	Output 1.1.1: TRI Global Coordination Unit (GCU) established and operational Output 1.1.2: Program Advisory Committee (PAC) established and guiding overall progress of TRI Output 1.1.3: Project	GEFTF	833,803	190,000

¹ Project ID number remains the same as the assigned PIF number.

² When completing Table A, refer to the excerpts on [GEF 6 Results Frameworks for GETF, LDCF and SCCF](#) and [CBIT programming directions](#).

³ Financing type can be either investment or technical assistance.

		<p>collaboration, replication and upscaling of TRI best practices among environmental and development agencies and countries at the global, regional and national levels.</p> <p>Outcome 1.2: Progress of TRI Program and the Global Child project is systematically monitored, reported and assessed</p>	<p>Steering Committee (PSC) established and providing oversight; Output 1.1.4: Development and Implementation of <i>TRI Global Communications and Outreach strategy</i>; Output 1.1.5: Development and implementation of a <i>TRI Partnership strategy</i> Output 1.1.6: Information system and TRI web portal</p> <p>Output 1.2.1: TRI Program- and Project-level M&E system established and operational Output 1.2.2: Timely biannual Project and Program Progress Reports available Output 1.2.3: Midterm Project/Program review and Terminal evaluation Output 1.2.4: Tracking of measurable progress on TRI country implementation of FLR commitments</p>			
Component 2: Capture and Dissemination of Best Practices and Institutional Capacity Building	TA	<p>Outcome 2.1: Improved FLR actionable knowledge through enhanced tool packages</p> <p>Outcome 2.2: Improved FLR knowledge dissemination to project stakeholders and beyond through face-to-face meetings</p>	<p>Output 2.1.1: Existing tools and knowledge resources repackaged and enhanced</p> <p>Output 2.2.1: 5 Annual Global knowledge sharing and capacity development workshops Output 2.2.2: Workshops and trainings on priority FLR topics at global and regional levels Output 2.2.3: National-level FLR</p>	GEFTF	1,019,333	1,085,000

		<p>Outcome 2.3: Improved dissemination of FLR knowledge through online learning journeys</p> <p>Outcome 2.4: Enhanced collection and dissemination of knowledge gained from TRI experiences</p> <p>Outcome 2.5: Strengthened global FLR knowledge initiatives</p>	<p>trainings enhanced through expert support Output 2.2.4: Regional South-South exchange visits on FLR</p> <p>Output 2.3.1: FLR Communities of Practice (CoPs) are developed and enhanced Output 2.3.2: Online Knowledge Base is improved</p> <p>Output 2.4.1: Child projects supported to record in-country experiences and lessons Output 2.4.2: Child projects guided in dissemination of national results</p> <p>Output 2.5.1: Increased efficiency of FLR knowledge generation and enhanced organization</p>			
Component 3: Mobilizing Domestic and External Funding for Large-Scale Restoration	TA	<p>Outcome 3.1: Improved in-country knowledge on needs, opportunities, barriers and solutions, and enhanced capacity for mobilizing sustainable finance for FLR</p> <p>Outcome 3.2: Enhanced opportunities, means and partnerships for financing FLR in TRI countries</p>	<p>Output 3.1.1: Development/utilization of an <i>Enabling Investments Rapid Diagnostic Tool</i> Output 3.1.2: Capacity building program of FLR finance for TRI countries Output 3.1.3: Resource for tracking public/private funding for restoration in TRI countries</p> <p>Output 3.2.1: Support for developing bankable proposals and other in-country mechanisms Output 3.2.2: <i>Restoration Finance Workshop, Year 3</i></p>	GEFTF	824,087	1,420,000
Component 4: Policy Development and Integration	TA	Outcome 4.1: Enhanced in-country enabling environment for	Output 4.1.1: Development and dissemination of case studies and policy	GEFTF	674,896	1,070,000

and FLR Monitoring Support		FLR and increased national and sub-national commitment to FLR	briefs Output 4.1.2: Development and presentation of high-value workshops on FLR Output 4.1.3: Outreach and awareness-raising campaign Output 4.2.1: Framework for monitoring impacts to biodiversity from FLR Output 4.2.2: Piloting and refinement of Framework Output 4.2.3: Tools for monitoring biodiversity impacts from restoration			
Subtotal					3,352,119	3,765,000
Project Management Cost (PMC) ⁴				GEFTF	167,606	135,000
Total project costs					3,519,725	3,900,000

C. CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

Please include evidence for co-financing for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Amount (\$)
GEF Agency	FAO	In-kind	750,000
GEF Agency	IUCN	In-kind	1,560,000
GEF Agency	IUCN	Grants	390,000
GEF Agency	UN Environment REDD+ Programme	Grants	1,000,000
GEF Agency	UN Environment Finance Initiative	In-kind	50,000
GEF Agency	UN Environment Finance Initiative	Grants	150,000
Total Co-financing			3,900,000

D. TRUST FUND RESOURCES REQUESTED BY AGENCY(IES), COUNTRY(IES), FOCAL AREA AND THE PROGRAMMING OF FUNDS

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in \$)		
					GEF Project Financing (a)	Agency Fee ^{a)} (b) ²	Total (c)=a+b
FAO	GEF TF	Global	Multi-focal Areas	SFM	1,019,333	91,740	1,111,073
IUCN	GEF TF	Global	Multi-focal Areas	SFM	1,676,305	150,867	1,827,172

⁴ For GEF Project Financing up to \$2 million, PMC could be up to 10% of the subtotal; above \$2 million, PMC could be up to 5% of the subtotal. PMC should be charged proportionately to focal areas based on focal area project financing amount in Table D below.

UNEP	GEF TF	Global	Multi-focal Areas	SFM	824,087	74,168	898,255
Total Grant Resources					3,519,725	316,775	3,836,500

a) Refer to the [Fee Policy for GEF Partner Agencies](#)

E. PROJECT'S TARGET CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL BENEFITS⁵

Provide the expected project targets as appropriate.

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	<i>hectares</i>
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	<i>hectares</i>
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	<i>Number of freshwater basins</i>
	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	<i>Percent of fisheries, by volume</i>
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO _{2e} mitigated (include both direct and indirect)	metric tons
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries	<i>Number of Countries:</i>
	Functional environmental information systems are established to support decision-making in at least 10 countries	<i>Number of Countries: 10</i>

F. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT? No

(If non-grant instruments are used, provide an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF/CBIT Trust Fund) in Annex D.

PART II: PROJECT JUSTIFICATION

A. DESCRIBE ANY CHANGES IN ALIGNMENT WITH THE PROJECT DESIGN WITH THE ORIGINAL PIF⁶

A.1. Project Description. Elaborate on: 1) the global environmental and/or adaptation problems, root

⁵ Update the applicable indicators provided at PIF stage. Progress in programming against these targets for the projects per the *Corporate Results Framework* in the [GEF-6 Programming Directions](#), will be aggregated and reported during mid-term and at the conclusion of the replenishment period.

causes and barriers that need to be addressed; 2) the baseline scenario or any associated baseline projects, 3) the proposed alternative scenario, GEF focal area⁷ strategies, with a brief description of expected outcomes and components of the project, 4) [incremental/additional cost reasoning](#) and expected contributions from the baseline, the GEFTF, LDCF, SCCF, CBIT and [co-financing](#); 5) [global environmental benefits](#) (GEFTF) and/or [adaptation benefits](#) (LDCF/SCCF); and 6) innovativeness, sustainability and potential for scaling up.

Summary of The Restoration Initiative Program and the Global Child project

1. This project, the Global Learning, Finance and Partnerships Project (hereafter the “Global Child”), is a child project under the IUCN, FAO, UN Environment GEF-6 program, The Restoration Initiative (TRI). TRI is supporting ten Asian and African countries in restoring and maintaining critical deforested and degraded landscapes to generate global environmental and livelihood benefits, in support of the Bonn Challenge. The TRI Program Framework Document (PFD) defines and provides support for a linked set of national interventions that address key barriers to restoration at scale. Supported program elements include work to: (1) strengthen the in-country enabling policy environment for FLR; (2) support on-the-ground implementation of restoration and complementary initiatives; (3) strengthen the capacity of institutions to plan, manage and monitor FLR and mobilize expanded finance for FLR; and (4) support South-South learning and sharing of best practices.
2. The Global Learning, Finance and Partnerships project under TRI (the Global Child) will be responsible for overall Program coordination to ensure coherence and promote integration of the different national child projects. It will support, strengthen and add value to the work of the TRI national projects along each of the four Program components defined in the PFD. It will play an essential role in ensuring that the TRI Program delivers enhanced programmatic benefits, providing many of the supports that facilitate enhanced learning, partnership, technical support and tools through a single project-based delivery system that captures efficiencies of scale.

1) The global environmental and/or adaptation problems, root causes and barriers that need to be addressed

Background and context

3. Healthy and productive landscapes, from forests and wetlands to pastoral and agricultural lands, are the basic building blocks of livelihoods and economies, providing the vast bulk of essential ecosystem services that human societies depend upon. Land is the source of over 99% of the food (calories) we eat and the water we drink⁸, and provides essential plant materials utilized as fuel, building materials and medicines. Healthy landscapes play a key role in climate regulation, storing billions of tons of carbon above and below ground, and provide natural defense against floods, landslides and avalanches, droughts, dust and sand storms and other disasters. And healthy landscapes provide key habitat for biodiversity including pollinators, with more than 75% of the world’s terrestrial biodiversity found in forests alone⁹.

⁶ For questions A.1 –A.7 in Part II, if there are no changes since PIF, no need to respond, please enter “NA” after the respective question.

⁷ For biodiversity projects, in addition to explaining the project’s consistency with the biodiversity focal area strategy, objectives and programs, please also describe which [Aichi Target\(s\)](#) the project will directly contribute to achieving.

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

⁹ FAO (2016). *State of the World’s Forests*. Food and Agriculture Organization of the United Nations, Rome, Italy.

4. These resources are increasingly under threat throughout much of the world, impacted by poor land use practices, exploding population growth, and climate change. Global estimates find that one quarter of the world's land area is either highly degraded¹⁰ or undergoing high rates of degradation¹¹, with two-thirds of African lands already degraded to some degree¹². Among tropical countries, where deforestation rates are the highest, 7 million hectares of forest were lost each year over the past ten-year period (2000-2010)¹³. On top of degradation due to clearing, an estimated 10 million hectares of cropland worldwide are abandoned each year due to lack of productivity caused by soil erosion¹⁴. And losses of arable land are occurring at an estimated 30 to 35 times the historical rate of loss¹⁵.
5. Looking forward, climate change is expected to intensify stresses on land resources. For example, it is estimated that by the 2050's, half of all agricultural land in Latin America will be subject to desertification, driven in part from climate change¹⁶. Intensifying impacts from climate change will coincide with increased demands on land resources. To feed a growing world population anticipated to reach 9 billion by 2050, agricultural production must increase by some 70% globally and 100% in developing countries¹⁷.
6. Impacts to forests, landscapes and soil negatively impact the provision of ecosystem services – defined as the benefits that people obtain from ecosystems¹⁸ – including climate regulation. Some 20% of present-day carbon emissions come from land use change and degradation¹⁹. Moreover, degraded lands contribute to loss of soil and water retention, loss of biodiversity, create barriers to migration of species, reduce replenishment of underground aquifers, and overall, generate fewer and lower ecosystem services that societies seeking to achieve the goals of the three Rio Conventions need.
7. Until recently degradation and its potential economic impacts have been largely ignored. This means that there is no standardized framework by which governments can assess and report on ecosystem degradation. Nevertheless, even low-end, conservative estimates reveal the significant scale and global reach of the problem. Evidence suggests that land degradation and conversion have led to the loss of between \$4.3-\$20.2 trillion per year in the value of ecosystem goods and services²⁰. This is equivalent to somewhere between 5% and 23% of the combined gross national product of all the world's countries.

¹⁰ Here, we define “land degradation” as the long-term loss of land ecosystem functions and services, following Vogt et al. 2011. *Monitoring and assessment of land degradation and desertification: Towards new conceptual and integrated approaches*. Land Degradation & Development, 22, 150–165.

¹¹ FAO (2011). *The state of the world's land and water resources for food and agriculture (SOLAW) – Managing systems at risk*. Food and Agriculture Organization of the United Nations, Rome, Italy.

¹² United Nations Economic and Social Council, Economic Commission for Africa (2007). *Africa Review Report on Drought and Desertification in Africa*. Online at http://www.un.org/esa/sustdev/csd/csd16/rim/eca_bg3.pdf

¹³ FAO (2016). *State of the World's Forests*. Food and Agriculture Organization of the United Nations, Rome, Italy. Figure refers to net forest loss.

¹⁴ Pimentel, D., and Burgess, M. (2013). *Soil Erosion Threatens Food Production*. Agriculture 2013, 3(3), 443-463.

¹⁵ UNCCD (2011). *Land and soil in the context of a green economy for sustainable development, food security and poverty eradication*. Submission of the UNCCD Secretariat to the Preparatory Process for the Rio+ 20 Conference Revised Version 18 November 2011. Online at: <http://www.unccd.int/Lists/SiteDocumentLibrary/Publications/Rio%20%20pages%20english.pdf>

¹⁶ IFAD (2010) *Desertification*, p.2, <http://www.wmo.int/youth/sites/default/files/field/media/library/idad-desertification.pdf>

¹⁷ FAO (2011). *The State of the World's Land and Water Resources for Food and Agriculture. Managing systems at risk*. Food and Agriculture Organization of the United Nations, Rome, Italy.

¹⁸ Millennium Ecosystem Assessment (2005). *Ecosystems and Human Well-being: Synthesis*. Island Press, Washington, DC.

¹⁹ IPCC (2007). *Climate Change 2007: Synthesis Report*. Contribution of Working Groups I, II and III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change. IPCC, Geneva, Switzerland.

²⁰ Costanza, R., et al. (2014). *Changes in the global value of ecosystem services*. Global Environmental Change, 26, 152–158.
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8. While degradation processes vary among regions and sub-regions (see *Root causes* below), regional experiences are alike in one important way: the largest share of costs of land degradation in terms of impacts to livelihoods and well-being are borne by the poorest households in the rural areas of developing countries²¹. Moreover, poverty and land degradation interact in a viscous circle, with effects extending to national economies, thus hampering these countries' development processes.
9. Consequently, continued forest and land degradation pose serious obstacles to eliminating poverty, hunger and biodiversity loss in many parts of the world today and to the ability of women and men, farmers and local communities to adapt to the impacts of climate change. This degradation process also increases competition for scarce resources and the potential for conflicts between users and could exacerbate inequalities for certain groups, such as women, in relation to the use and control over land resources. These processes threaten the livelihoods, well-being, food, water and energy security and the resilience capacity of millions of people, and, in some cases, have been suggested as the cause of serious social unrest²². For example, 40% of all intrastate conflicts in the past 60 years are linked to natural resources²³. Furthermore, continued forest and land degradation means continued atmospheric emissions of carbon and reduced capacity to sequester carbon, and increased risk of catastrophic changes to the earth's climate system.
10. Against this backdrop, forest landscape restoration (FLR)²⁴ – defined as a process to regain ecological functionality and enhance human well-being across deforested or degraded landscapes – has emerged as an increasingly pressing and viable solution for addressing land degradation, complementing other strategies to reduce and halt deforestation and degradation. A range of restorative techniques have been shown to be effective at reducing and in many cases substantially reversing degradation impacts on cropland, rangeland, forest, and wetlands, including impacts to carbon storage and sequestration functionality²⁵. These include conservation agriculture²⁶, introduction of improved crop varieties, climate-smart agriculture²⁷, agroforestry, tree planting, introduction of improved silvicultural practices, assisted natural regeneration, and more. Moreover, if properly planned and managed, restoration can decrease the demand for agricultural expansion by bringing degraded agricultural lands back into production and enabling improvements in production from degraded lands²⁸. In this way, restoration can provide an important means for managing conflicts with land conservation goals and efforts to avoid deforestation, and support the achievement of low-carbon development pathways.

²¹ Nachtergaele, F., et al. (2010). *Global land degradation information system (GLADIS)*. Beta version. An information database for land degradation assessment at global level. Land degradation assessment in drylands technical report, no. 17. FAO, Rome, Italy.

²² FAO (2017). *The future of food and agriculture. Trends and challenges*. Food and Agriculture Organization of the United Nations, Rome, Italy.

²³ UNEP (2009). *From Conflict to Peacebuilding. The Role of Natural Resources and the Environment*. Pg. 8. United Nations Environment Programme, Nairobi, Kenya.

²⁴ Some GEF Agencies and members of the Global Partnership on Forest and Landscape Restoration (GPFLR) use the term forest landscape restoration while others use forest and landscape restoration, or simply landscape restoration. These are the same approach and based on the same principles.

²⁵ Hanson et al. (2015). *The Restoration Diagnostic. A Method for Developing Forest Landscape Restoration Strategies by Rapidly Assessing the Status of Key Success Factors*. WRI and IUCN, Washington DC.

²⁶ Conservation agriculture refers to a number of techniques that follow principles of minimal soil disturbance, permanent soil cover and crop rotations (FAO (2015). Information online at: <http://www.fao.org/ag/ca/index.html>).

²⁷ Climate-Smart Agriculture (CSA) as defined by FAO is "agriculture that sustainably increases productivity, enhances resilience, reduces/removes GHGs where possible, and enhances achievement of national food security and development goals. FAO, 2013. *Climate-Smart Agriculture: Sourcebook*. Food and Agriculture Organization of the United Nations, Rome, Italy.

²⁸ Vergara, W., et. al. (2016). *The Economic Case for Landscape Restoration in Latin America*. Available online at: <http://www.wri.org/publication/economic-case-for-restoration-20x20>. World Resources Institute, Washington DC.

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11. The Global Partnership on Forest and Landscape Restoration (GPFLR)²⁹ has identified more than 2 billion hectares of deforested and degraded landscapes worldwide – an area larger than South America – where opportunities for forest landscape restoration may be found³⁰. Furthermore, nearly 40% of all degraded land is thought to be ‘lightly’ degraded, with strong potential for restoration at low cost³¹.
12. Numerous studies show that wide-scale implementation of FLR would generate substantial net benefits. For example, a recent study assessing benefits of achieving the Bonn Challenge goal to bring 350 million hectares of degraded land into restoration by 2030 finds that it would generate a net benefit of between 0.7 and 9 trillion USD³². The value of these benefits differs largely depending upon the discount rate used in the analysis³³. Another cost-benefit analysis of restoration activities for nine major biomes finds that the benefit-cost ratio of restoring degraded ecosystems ranged from 0.05 to 35 depending on the biome and scenario³⁴. Regional studies reach similar conclusions. A study looking across Africa finds that the benefits of taking action against land degradation, including restoration, are nearly 7 times the cost of inaction³⁵. And a study assessing the benefits of restoration in Latin America and the Caribbean with the scope of Initiative 20x20 (see below) finds that restoration would yield an estimated net present value of around \$23 billion over a 50-year period – equivalent to around \$1,140 per hectare³⁶.
13. Over the past decade, commitments and support for FLR have grown significantly. A global initiative to bring 150 million hectares into restoration by 2020 and 350 million by 2030 – the Bonn Challenge – has and continues to garner significant support and generate awareness on FLR. Commitments to the Bonn Challenge now total 150 million hectares, with pledges from 44 countries, sub-national jurisdictions, and non-governmental entities³⁷. The Bonn Challenge is complemented by several regional initiatives that include AFR100, a country-led effort to bring 100 million hectares of degraded landscapes across Africa into restoration by 2030; Initiative 20x20 in Latin America, a country-led effort to bring 20 million hectares of degraded land in Latin America and the Caribbean into restoration by 2020 as a contribution to the Bonn Challenge; and the Asia-Pacific Rainforest Recovery Plan, among others.
14. Support for restoration is further reflected in international policy: The 2030 Agenda on sustainable Development and its 17 Sustainable Development Goals (SDGs) build on global goals agreed under the Rio Conventions and that include restoration. Sustainable Development Goal 15 seeks to “protect, restore, and sustainably use terrestrial ecosystems.” Aichi target 15 of the CBD calls for restoration of 15% of degraded ecosystems worldwide by 2020. The Paris Agreement

²⁹ Initiated in 2003, the GPFLR is a worldwide network of policy makers, restoration practitioners, scientists and key supporters from government, international and non-governmental organizations and businesses. Information online at: <http://www.forestlandscaperestoration.org/about-partnership>

³⁰ GPFLR (2011). *A World of Opportunity*. Online at: http://www.wri.org/sites/default/files/world_of_opportunity_brochure_2011-09.pdf

³¹ UNEP (2014). *Assessing Global Land Use: Balancing Consumption with Sustainable Supply*. A Report of the Working Group on Land and Soils of the International Resource Panel. Bringezu S., Schütz H., Pengue W., O'Brien M., Garcia F., Sims R., Howarth R., Kauppi L., Swilling M., and Herrick J.

³² Verdone, M., Seidl, A. (2017). *Time, space, place and the Bonn Challenge global forest restoration target*. Restoration Ecology.

³³ Estimation of restoration benefits and assessments of whether to engage in restoration itself are particularly sensitive to the choice of time horizon and the social discount rates that are used to evaluate them. While discount rates and time scales for investing or extracting private goods should reflect the opportunity cost of financial capital and the typical loan repayment period in order to ensure a positive return on investment, restoration, which generates public goods such as climate benefits, should employ a lower discount rate. However, there is still significant debate over which discount rate is “correct.” Thus, many studies evaluating net benefits from restoration, including the first study cited here, provide a range of estimated benefits.

³⁴ De Groot R, et al. (2013) *Benefits of investing in ecosystem restoration*. Conservation Biology 27:1286-1293.

³⁵ ELD Initiative & UNEP (2015). *The Economics of Land Degradation in Africa: Benefits of Action Outweigh the Costs*. Available from www.eld-initiative.org

³⁶ Vergara, W., et. al. (2016). *The Economic Case for Landscape Restoration in Latin America*. Available online at: <http://www.wri.org/publication/economic-case-for-restoration-20x20>. World Resources Institute, Washington DC.

³⁷ Additional information available at: <http://www.bonnchallenge.org>

adopted under the UNFCCC identified REDD+ (the + referring to efforts to “foster conservation, sustainable management of forests, and enhancement of forest carbon stocks”) as a critical and prominent piece of the new global climate goal to achieve net-zero emissions in the second half of this century. And restoration of degraded lands underpins the Land Degradation Neutrality (LDN) goal of the UNCCD – to which 99 GEF-eligible countries have committed.

15. International commitment to restoration is also anchored in the United Nations Strategic Plan for Forests for the period 2017-2030 (UNSPF). The UNSFP defines 6 Global Forest Goals and 26 associated targets to be achieved by 2030. Global Forest Goal 1 seeks to “reverse the loss of forest cover worldwide through SFM, including protection, restoration, afforestation and reforestation, and increase efforts to prevent forest degradation and contribute to the global effort of addressing climate change.” Associated targets under this goal are: 1.1. “Forest areas is increased by 3% worldwide (by 2030)”; and 1.3., “by 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.”
16. In a joint statement issued at the Rio+20 conference, the executive secretaries of the three Rio conventions committed to tackling sustainable development challenges by focusing on prioritizing cross-cutting themes, which include landscape and ecosystem-based approaches to adaptation, among which are ecosystem restoration. The final outcome document of Rio+20, ‘The Future We Want,’ emphasizes ecosystem restoration and its linkages with sustainable development.
17. At the national level, support for restoration is evident in the national policy frameworks and development objectives of many countries. A recent analysis by the Global Environment Facility (GEF) found Restoration and Reforestation to be the most frequently occurring theme among GEF country INDCs, NBSAPs, NAPs (present in 98% of GEF-eligible countries’ policy frameworks)³⁸.

Barriers to forest and landscape restoration

18. Despite the severe impact of land degradation on the poor and the crucial role that land plays in human welfare and development, investments in sustainable land management (SLM) including restoration are low, especially in developing countries. For example, public investments per worker in the agricultural sector in Sub-Saharan Africa declined to one third from \$152 (USD) in 1980–1989 to only \$42 in 2005–2007³⁹. Similarly, global estimates for the total amount of funding flowing into restoration are a fraction of that needed to achieve restoration at the scale of the Bonn Challenge and beyond⁴⁰. While numerous studies show the net positive benefits from restoration, the lack of more widespread investment in, and adoption of, restoration practices is reflective of the significant barriers to FLR in many parts of the world.

³⁸ GEF Secretariat (2017). *GEF-7 Programming Directions and Policy Agency*. Document GEF/R.7/02. Available:

<https://www.thegef.org/sites/default/files/council-meeting-documents/GEF-7%20Programming%20and%20Policy%20Document%20.pdf>

³⁹ FAO (2012). State of food and agriculture. Investing in agriculture for a better future. Food and Agriculture Organization of the United Nations, Rome, Italy

⁴⁰ FAO & Global Mechanism of the UNCCD. (2015). *Sustainable financing for forest and landscape restoration: Opportunities, challenges and the way forward*. Discussion paper. Rome, Italy.

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19. From an economic lens, a key barrier to forest landscape restoration at scale stems from the failure of existing land-use markets to adequately capture public goods⁴¹. The restoration literature has shown that a landowner's decision to restore degraded land often depends upon the landowner's ability to financially benefit from the value of enhanced ecosystem goods and services^{42,43}. Because many of the benefits from restoration, including climate regulation, water quality and provision, cultural and biodiversity benefits, are public goods not fully captured (if they're captured at all) by private land owners and managers, these actors presently receive insufficient incentives in compensation for restoration costs which typically must be paid upfront by the landowner or land manager⁴⁴.
20. Costs of restoration, while frequently presented without a full accounting of restoration benefits, can be a significant barrier for adoption, particularly in developing countries. One global study, examining costs from World Bank restoration projects as well as a larger sample of published costs found that cost estimates, which are dependent in part on the extent of degradation prior to restoration, varied from a low of \$214 to \$3,790 per hectare, with an average cost of \$1,276 per hectare⁴⁵. Another study found the costs of restoring forests varied between \$2,390 per hectare and \$3,450 per hectares, plus an additional 20% for management⁴⁶. Using these averages, the cost of achieving the Bonn Challenge 2030 target would be approximately \$446 billion to \$1,226 billion, or \$30 to \$82 billion per year through 2030. These amounts, while large, are still relatively reasonable in comparison to current annual global climate finance flows estimated to be \$741 to \$930 billion⁴⁷.
21. In addition to the underlying issue of failures in land-use markets for public goods, the literature identifies a number of other barriers to forest landscape restoration^{48,49,50}. These include:
 - *Insufficient political prioritization of restoration*. Restoration has often been seen as too costly and too time consuming, and less urgent compared to the fight against deforestation. While a growing portfolio of evidence from successful restoration initiatives over the last twenty years is helping to dispel these myths, implementation of restoration at the needed scale will involve increasing buy-in and support for elevation and prioritization of restoration within national and sub-national development strategies as a complement to avoiding deforestation.
 - *Insufficient information on the status, nature, and extent of deforestation and degradation as well as restoration opportunities*. The demand for tools to define and implement forest and landscape restoration, and support in applying these, is outstripping the current ability of Program partners to respond. Specifically, there is inadequate information about the status of

⁴¹ Public goods are those that are non-rival and non-excludable. Non-rival in the sense that one person can consume the good without affecting another's ability to do so, and non-excludable in that no one can be stopped from consuming the good.

⁴² Goldstein JH, Pejchar L, Daily GC (2008) *Using return-on-investment to guide restoration: a case study from Hawaii*. Conservation letters 1:236-243.

⁴³ Schiappacasse I, Nahuelhual L, Vasquez F, Echeverría C (2012) *Assessing the benefits and costs of dryland forest restoration in central Chile*. Journal of Environmental Management 97:38-45

⁴⁴ Daily GC (1995) *Restoring value to the world's degraded lands*. Science 269:350-354

⁴⁵ Verdone, M., Seidl, A. (2017). *Time, space, place and the Bonn Challenge global forest restoration target*. Restoration Ecology.

⁴⁶ TEEB (2009). *The Economics of Ecosystems & Biodiversity: Climate Issues Update*. September 2009

⁴⁷ UNFCCC Standing Committee on Finance. (2016) *2016 Biennial assessment and overview of climate finance flows report*. Bonn, Germany, UNFCCC.

⁴⁸ Sabogal, C., Besacier, C., McGuire, D. (2015). *Forest and landscape restoration: concepts, approaches and challenges for implementation*. Unasylva, Vol 66 2015/3.

⁴⁹ Hanson et al. (2015). *The Restoration Diagnostic. A Method for Developing Forest Landscape Restoration Strategies by Rapidly Assessing the Status of Key Success Factors*. WRI and IUCN, Washington DC.

⁵⁰ FAO (2015). *Global Guidelines for the restoration of degraded forests and landscapes in drylands: Building resilience and benefiting livelihoods*. Food and Agriculture Organization of the United Nations, Rome, Italy.

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- land degradation and restoration potential in countries, including about the potential associated benefits.
- *Lack of enabling environment for investment in forest and landscape restoration (policies/laws/institutional setting).* Where knowledge exists on restoration potential it is not always informing and being integrated into the necessary policies, programs and budget allocations. Furthermore, restoration assessment processes are revealing policy and institutional challenges to implementation within countries, which are acting as bottlenecks to progress.
 - *Governance issues (tenure, local community/farmer organizations involvement etc.).* Land tenure and governance issues are key areas to be addressed in order to provide an incentive for local communities and others to engage in restoration activities and also to provide an attractive environment for investors.
 - *Need for cross-sectoral dialogue and planning.* Sustainable landscape management is challenged by multiple threats that can be overcome only with inter-sectoral or integrated approaches, yet few national planning processes involve adequate consultation across sectors. This in turn limits these institutions' ability to address the drivers of degradation associated with competing land uses.
 - *Inadequate mobilization of financial resources.* While there are many existing and potential sources of finance available for restoration of degraded and deforested lands, the models, information and partnerships needed to unlock those resources are insufficient to meet global FLR targets and objectives. There is a particular need to mobilize investment from the private sector.
 - *Limited in-country capacity and extension support.* Currently there are many projects being developed that relate to the restoration of degraded and deforested lands but opportunities to scale these up and achieve maximum impact in countries, regions and internationally are being missed due to insufficient technical support within countries as well as the lack of cross-country and inter-regional exchange of expertise and perspectives. Information dissemination, including of relevant research and guidelines that propose innovative solutions to local stakeholders, is also needed.
 - *Failure to incorporate gender considerations.* At present the majority of the efforts in relation to forest and landscape restoration are gender blind. There is a need to promote a gender-responsive approach in these efforts. This entails developing methodologies and processes that will identify, reflect, and implement interventions to address gender gaps and overcome historical gender biases in policies and interventions.
 - *Insufficient awareness and replicable models.* There is a need to more thoroughly make and communicate the case for restoration based on early action at scale in countries. This includes compiling analysis on the benefits of restoration and successful experiences but more importantly a proven track record with measurable progress needs to be demonstrated through successful cases.
 - *Gaps in the science and knowledge base on FLR.* While the science and knowledge base supporting FLR best practices continues to strengthen, key areas of uncertainty remain, along with opportunities for enhancing the efficiency and effectiveness of FLR. Areas of need include: maximizing benefits to biodiversity from FLR and methodologies for assessing and tracking impacts to biodiversity from FLR; improving the accuracy and efficiency in tracking the progress of FLR in diverse landscapes and settings including use of remote sensing and drone technologies; improving seed supply and distribution systems; maximizing climate adaptation benefits from FLR interventions; ensuring multi-functionality of landscapes will minimizing tradeoffs between competing objectives (e.g., water, carbon, biodiversity, jobs,

etc.); enhancing the evidence base for FLR investment in diverse landscapes and contexts; and more.

2) The baseline scenario or any associated baseline projects

22. A number of initiatives and partnerships have emerged to provide leadership, technical assistance, financing, knowledge and support to countries in advancing the sustainable management of forests and landscapes, including through FLR. These include:

- *The Forest Ecosystem Restoration Initiative (FERI)*. FERI was established in 2014 by the Korea Forest Service of the Republic of Korea, in cooperation with the Executive Secretary of the CBD. FERI supports Aichi Targets 5, 14, and 15, principally through regional capacity building workshops and information for countries to help them identify best practices and operationalize national targets on biodiversity.
- *The Forest and Landscape Restoration Mechanism (FLRM)*. Established by FAO in 2014, the FLR Mechanism aims to contribute to scaling-up, monitoring and reporting on FLR to a level needed to meet the Bonn Challenge and Aichi Biodiversity targets. For this, the FLRM helps to coordinate and facilitate the development and implementation of projects, programs, and related activities in FAO member countries, in full collaboration with other key actors. The FLRM operates globally by developing financial intelligence functions (raising awareness on FLR and fundraising actions towards key donors), preparing guidelines and standards for baselines and verification of successful efforts and contributing to more effective reporting to Rio Conventions and other relevant international organizations, processes and initiatives.
- *The Global Forest Financing Facilitation Network (GFFFN)* was mandated by UNFF11 to promote the design of national forest financing strategies to mobilize resources for sustainable forest management.
- *The Global Landscapes Forum (GLF)*. The GLF is a science-led multi-sectoral platform that seeks “to produce and disseminate knowledge and accelerate action to build more resilient, climate friendly, diverse, equitable and productive landscapes.”
- *The Global Partnership on Forest and Landscape Restoration (GPFLR)*. The GPFLR is a worldwide proactive network that unites influential governments, major UN and non-governmental organizations and others with a common cause to transform landscapes through restoration. Since its establishment in 2003 the GPFLR has been building support for restoration with key decision makers, both at the local and international level, and providing information and tools to catalyze and reinforce the restoration of deforested and degraded lands around the world. Eleven members of the CPF are also members of the GPFLR, along with several governments.
- *The Global Restoration Council*. The Council is a voluntary, non-departmental entity supported by the World Resources Institute as a contribution to the GPFLR, and that seeks to catalyze and sustain the global movement for restoration. It is comprised of high-level leaders from civil society organizations and institutions.
- *Impact Investment Fund for Land Degradation Neutrality (LDN Fund)*. A collaborative initiative of several institutions including the Global Mechanism of the UNCCD, Mirova, the Rockefeller Foundation, and the Governments of France, Luxembourg and Norway, the LDN fund will seek to use public capital to leverage private sector investments into restoration and sustainable land management worldwide. The Fund was officially launched in September

- 2017 and is presently raising capital to reach a \$300 million target, and developing a facility to assist project developers in developing bankable proposals.
- *Seed Capital Assistance Facility*. UN Environment and Frankfurt School of Finance and Management are proposing to set up a Seed Capital Assistance Facility for Forest and Landscape Restoration (SCAF-FLR) to unlock private finance in forest and landscape restoration projects in developing countries by co-funding early stage development costs. The SCAF-FLR will build upon the experience of the Seed Capital Assistance Facility Renewable Energy (SCAF RE), an initiative set up by UN Environment with a proven track record of catalyzing private finance in renewable energy and energy efficiency in Africa and Asia. That facility has directly supported 25 projects and indirectly co-financed more than 80 projects in the renewable energy and energy efficiency domain. In doing so, it has unlocked more than USD 500 million in private finance from private equity, venture capital and development corporations active in renewable energy and energy efficiency.
 - *Tropical Landscapes Finance Facility (TLFF)*: is multi-stakeholder group consisting of BNP Paribas, ADM Capital, UN Environment and ICRAF to bring long-term finance to projects and companies that stimulate green growth and improve rural livelihoods. It consists both of a Loan Fund (TLLF) and Grant Fund (TLGF). Long-term loans issued by the TLGF will be bought and securitized through a Medium-Term Note (MTN) program (Tropical Landscapes Bonds) by BNP Paribas, issued in individual tranches of varying sizes, and with various credit ratings/risk connected to it, up to an initial amount of USD 1 billion. It currently focuses on Indonesia, and other countries have indicated an interest.
 - *The United Nations Collaborative Programme on Reducing Emissions for Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme)*. Launched in 2008, the UN-REDD programme is a multi-donor program supporting nationally led REDD+ processes in over 60 countries – including implementation of REDD+ activities agreed under the UNFCCC. The program is led by FAO, UNDP and UN Environment.
 - *&Green Fund*. The Government of Norway and IDH/Sustainable Trade Initiative have set up a new ‘de-risking’ facility to provide credit guarantees, junior subordinate debt and other forms of concessional finance to be blended with capital from finance institutions and supply chain companies to accelerate the transition to zero-deforestation commodity supply chains. UN Environment is currently involved through a USD 2 million ‘non-grant’ proposal to the GEF.
23. Along with national-level projects and programs that integrate restoration, a number of large-scale regional and global programs that focus on restoration or include restoration among supported interventions are in place. These include:
- *African Resilient Landscapes Initiative (ARLI)* – Led by the World Bank and the World Resources Institute, ARLI supports the mobilization of financial and technical resources across African countries. ARLI will be implemented through the African Landscapes Action Plan prepared by the African Union NEPAD, and will work with the AFR100 initiative.
 - *The Bonn Challenge Barometer of Progress*. Led by IUCN, this BMUB-supported project will develop and implement a robust and publicly-accessible system for tracking progress on Bonn Challenge commitments, as well as provide information and targeted capacity building on FLR.
24. A number of regional and global GEF-supported initiatives that focus on restoration or include restoration are in place. These include:

- *Amazon Sustainable Landscapes Program* (Brazil, Colombia, Peru). Led by the World Bank, together with WWF-US and UNDP. The program's objective is to protect globally significant biodiversity and implement policies to foster sustainable land use and restoration of native vegetation cover. Supported interventions include integrated management practices and restoration plans to maintain forest ecosystem services and development of sector policies, regulations and incentive mechanisms to reduce deforestation.
- *Taking Deforestation out of Commodity Supply Chains* (Global). Led by UNDP, together with the World Bank, WWF-US, CI, IADB and UN Environment, The Commodities Integrated Approach Pilot aims to reduce the global impacts of agriculture commodities expansion on GHG emissions and biodiversity by meeting the growing demand of palm oil, soy and beef through supply that does not lead to deforestation. Supported interventions include work to direct agricultural development in areas suitable for productions, including degraded areas, while conserving forests and safeguarding the rights of forest-dependent communities.

25. Because knowledge dissemination and capacity building have been shown to be critically important in achieving FLR objectives, and because this is a principle focus of TRI and the Global Child project in particular, an assessment of the strengths and weaknesses of FLR-relevant knowledge products and tools and dissemination vehicles (both platforms and programs) was performed as part of the PPG-stage work to inform development of the Global Child. The findings from this assessment are presented in Table 1 below.

Table 1. Findings from an assessment of relevant FLR Knowledge platforms and programs

Organization / Network	Principle findings of PPG-stage assessment
Global Partnership on Forest and Landscape Restoration (GPFLR)	The GPFLR presents a combination of technical and process tools, but because the partnership is unfunded and relies on volunteer contributions, the content is outdated and not actively renewed. There is no overarching framework for knowledge products, and retrieving suitable resources is hindered by an outdated and unfocused library setup. There is a limited collection of case studies to back-up prescribed knowledge.
FAO Forest and Landscape Restoration Mechanism Knowledge Base Platform (KBP)	The KBP is being developed through multi-stakeholder partnerships as both a repository of FLR knowledge and tools and a training and dissemination platform. It is still under development, and has good potential considering the good uptake of the Monitoring module.
UN Environment	Many tools available, but primarily aimed at higher-level audiences. The vast size of the website makes sourcing appropriate resources difficult. Lack of case studies. Many tools are not accompanied with practical implementation support.
UN-REDD Programme	Plethora of useful resources, but high knowledge barrier to entry. No overarching FLR process or structure.
IUCN – main web portal	Practical tools on FLR provided online are limited to the ROAM handbook.
IUCN – InfoFLR portal	Useful, simple to understand introductions to FLR. No specific, structured set of tools and practical knowledge resources is yet provided.
AFR100	Narrow definition of tools and knowledge products. Only 7 items in tools section only 2 of which could be considered tools or deployable knowledge products.
Central Africa Forestry Commission (COMIFAC)	No tools for deployment in the field.
Asia-Pacific Network for Sustainable Forest Management and Rehabilitation	Does not provide a systematic set of resources, lacks clarity, no practical step-by-step materials, website is slow and difficult to engage with.

The Programme on Forests (PROFOR)	Some good tools, but no comprehensive framework or links to external tools.
Biodiversity International	Large library of tools and knowledge products, but difficult to navigate and many tools require a high level of knowledge to engage with. Little practical guidance to support in-the-field implementation. No overarching framework or process for tool deployment.
World Agroforestry Centre (ICRAF)	Limited number of tools, but some good spatial planning tools for higher-level users and some good process and technical field toolkits, for example on nurseries.
Center for International Forestry Research (CIFOR)	Useful selection of tools, but many are outdated and where necessary, little guidance on implementation, assumes a high level of knowledge
New Partnership for Africa's Development (NEPAD)	Some tools with practical guidance, but extremely difficult to navigate and access materials.
Landscapes for People Food and Nature (LPFN)	Easy to navigate and interact with. Small library, but good mix of technical and process tools. Guidance for audience. As it is a network's website, mostly references tools of other organizations. Some dead links and mix of languages

3) The proposed alternative scenario, GEF focal area⁵¹ strategies, with a brief description of expected outcomes and components of the project

26. The overall objective of the Global Learning, Finance, and Partnerships project of TRI is: to *“strengthen overall delivery of TRI by establishing and supporting structures and processes for coordination, monitoring, and adaptive management of the Program, while providing key supports to TRI country projects in the areas of policy identification and uptake, knowledge generation and dissemination, and mobilization of new/additional finance for FLR, to generate enhanced programmatic benefits and support the achievement of country FLR objectives.”*
27. The TRI Global child will be responsible for overall Program coordination to ensure coherence and promote integration of the different national child projects. It will support, strengthen and add value to the work of the TRI national projects along each of the four Program components defined in the PFD. It will play an essential role in ensuring that the TRI Program delivers enhanced programmatic benefits, providing many of the supports that facilitate enhanced learning, partnership, technical support and tools through a single project-based delivery system that captures efficiencies of scale. It will also ensure that knowledge generated by TRI projects reaches other stakeholders, projects and countries in order to upscale its effects.
28. Design of the Global child has been informed by extensive stakeholder consultation and analysis of the highest-value support best provided from the Global child project in partnership with national projects, and that is non-duplicative of national efforts.
29. Design of the Global child has been informed by extensive stakeholder consultation and analysis of the highest-value support best provided from the Global child Project in partnership with national projects, and that is non-duplicative of national efforts.
30. Services to be provided by the Global Child Project include:

⁵¹ For biodiversity projects, in addition to explaining the project's consistency with the biodiversity focal area strategy, objectives and programs, please also describe which [Aichi Target\(s\)](#) the project will directly contribute to achieving.
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- *Program-level monitoring, evaluation, and adaptive management*, including support for a Program Advisory Committee, Global Coordinating Unit, midterm Program and Project review and terminal evaluation, as well as case studies assessing the value for money generated by investment in TRI.
 - *Identification and capture of synergies among national child projects*. The Global Child project, particularly through its Global Coordinating Unit, will work to capture synergies among national child projects, and capitalize on emerging opportunities presented over the course of TRI implementation. Work will include development and implementation of a TRI Partnership strategy for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that helps foster achievement of TRI objectives.
 - *Systematic capture, enhancement, and sharing of FLR knowledge*. This will include use of harmonized tools and processes for capture of information; development of case studies and policy briefs and other informational materials; enhancement of existing body of FLR knowledge to make these resources more useful and widely accessible, and sharing of experiences via facilitated online Communities of Practice, Annual TRI *Global Knowledge Sharing and Capacity Development Workshops*, other events, workshops and trainings, as well as through Program and Agency partner web platforms.
 - *Support for the mobilization of FLR finance*. National child project teams will be supported in the development of bankable proposals and other tools and incentive programs through the development and delivery of an online course on FLR finance and other trainings and support. In addition, the Global child will present a *Restoration Finance Workshop* in year 3 to build capacity for project development and connect interested donors and investors with in-country FLR investment opportunities.
 - *Support for identification and uptake of FLR-supportive policies*. The Global child project will work in tandem with national projects to support in-country efforts to enhance the enabling policy environment for FLR. Work will include development of relevant case studies and policy briefs, high-level workshops, and an awareness-raising campaign featuring restoration champions from within and outside TRI countries.
 - *Development and provision of tools* to support planning, implementation and monitoring of FLR, including monitoring of biodiversity impacts from FLR.
31. Project objectives are in line with those of the GEF Sustainable Forest Management Strategy Objective 4, that seeks to increase regional and global cooperation and coordination on efforts to maintain forest resources, enhance forest management and restore forest ecosystems through the transfer of international experience and know-how.

Project Components, expected Outcomes and Outputs

Component 1: TRI Coordination & Adaptive Management (IUCN lead)

32. Component 1 of the Global child will establish the institutional structures, processes and tools required for efficient implementation, monitoring and evaluation, and adaptive management of the TRI program in general, and of the Global child Project in particular. In addition, communications and partnership work under this component will work to expand and enhance awareness of the impacts of the TRI Program across and beyond the TRI geographies, and expand engagement of the Program with key partners to support further achievement of Program objectives and promote enhanced replication and upscaling of TRI best practices among environmental and development agencies and countries at the global, regional and national levels.

33. **Outcome 1.1: Improved coordination, adaptive management and partnership among program stakeholders, and enhanced collaboration among environmental and development agencies and countries at the global, regional and national levels leading to increased effectiveness of Program investments.** Achievement of this outcome will be that (i) fully functioning coordination and oversight mechanisms result in effective and efficient collaboration among all TRI child projects and adaptive management of the Program and child projects; (ii) the TRI Global child Project and TRI Program's overall progress and achievements will be rated "satisfactory" or above at midterm review and terminal evaluation; (iii) Programmatic outcomes are enhanced by the establishment of effective partnerships with key external stakeholders; and (iv) impacts of TRI are seen in alignment of new project/program proposals by GEF agencies, other partners and governments with TRI approaches and practices.
34. **Output 1.1.1: TRI Global Coordination Unit established, operational and providing overall coordination and support services to facilitate achievement of TRI program outcomes.** A TRI Global Coordination Unit (GCU) will be set up by IUCN, and with invited contributions and collaboration with FAO and UN Environment partners. The GCU shall have both Program-level and Project-level responsibilities, as described below.
35. *Program-level* duties and functions of the GCU shall include:
- Ensure the efficient and effective implementation and coordination of the TRI Program;
 - Lead the focus on optimizing integration and capture of synergies among child projects and support the timely implementation of all child projects;
 - Develop and implement a TRI Monitoring and Evaluation (M&E) System for the TRI Program with effective linkages to all 12 child projects, based on the TRI Theory of Change, the results matrices in the project documents of all 12 TRI child projects, the TRI M&E Framework (to be developed under Output 1.2.1), as well as additional monitoring elements that may be required to achieve value for money assessments and other desired assessments, to ensure the systematic monitoring of the implementation of the TRI Program;
 - Develop and implement a TRI Global Communications and Outreach Strategy supporting achievement of TRI communications objectives (see Output 1.1.4);
 - Develop and implement a TRI Partnership Strategy supporting effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that help foster achievement of TRI objectives, both at the Program- and child project-levels, and participation in appropriate external fora on behalf of the TRI Program (see Output 1.1.5);
 - Organize and participate in monthly working group meetings with TRI child project managers;
 - Organize and participate in biannual meetings of the Program Advisory Committee;
 - Provision of secretarial services to the Program Advisory Committee;
 - Preparation of biannual Program Progress Reports for the Program Advisory Committee;
 - Coordinate adequate response to all specific issues and concerns raised by the Program Advisory Committee;
 - Continuous liaising with stakeholders through arrangements and carrying out of meetings when required.
36. *Project-level* duties and functions of the GCU shall include:

- Prepare draft Annual Work Plans and Budgets for the IUCN-led portion of the Global Child Project, with contributions from the members of the Global Child Project Steering Committee;
 - Ensure efficient execution of the IUCN-led Global Child Project component work, including coordinating and reviewing work of IUCN-led executing partners;
 - Establish and implement a Project-level M&E system based on the results matrix in the project document and the TRI M&E Framework (to be developed under Output 1.2.1);
 - Prepare biannual Project Performance Reports (PPRs) for the Global Child Project Steering Committee;
 - Prepare draft annual Project Implementation Reviews (PIRs) for review by the Project Steering Committee and subsequent submission of finalized PIRs to the GEF;
 - Update Project tracking tools regularly;
 - Provide any information requested by the Project's midterm review team and terminal evaluators;
 - Serve as secretariat to the Project Steering Committee (see below).
37. **Output 1.1.2: Program Advisory Committee (PAC) established and guiding overall progress of TRI.** A Program Advisory Committee will be established to advise the TRI Program. The advisory role of the PAC for the Program will be primarily upon Program-level opportunities for adaptive management and enhanced learning and engagement, and on similar opportunities involving groups of child projects. The role of the PAC will not be to supplant the role of individual Project-level steering committees.
38. The PAC will be comprised of representatives from IUCN, FAO, UN Environment, the GEF, as well as representatives from some or all of the TRI countries (TBD), and relevant external partners. The PAC shall have both Program-level and Project-level responsibilities, described below. All Project-level responsibilities will be handled by a subset of members from the PAC consisting of PAC representatives from the three TRI implementing partners: IUCN, FAO and UN Environment
39. Specific functions of the PAC shall include:
- Provide overall strategic policy and direction to the Program and projects;
 - Review progress of previously agreed Program work plans;
 - Define key milestones and points for review;
 - Discuss process forward, and any proposed changes to plans and main activities;
 - Review group reports and communications to the GEF on Program-level activities; and
 - Private input as needed and appropriate to Program-level workshops and events.
40. The PAC will meet at least once per year in person – linked to the Annual TRI Knowledge and Learning workshops. In addition, the PAC will meet virtually at least one additional time each year as necessary. All decisions of the PAC will be made on the basis of consensus, and will conform to the regulations governing the three Partner Agencies and those of the GEF.
41. **Output 1.1.3: Global Child Program Steering Committee (PSC) established and providing oversight of TRI Global Child project.** A Project Steering Committee will be established to provide oversight to the Global Child project. The PSC will be comprised of representatives from the three TRI implementing partners: IUCN, FAO and UN Environment. Specific functions of the PSC shall include:
- Provide strategic policy and management direction to the Global Child project;

- Review progress of previously agreed Global Child project work plans;
- Define key milestones and points for review;
- Discuss process forward, and any proposed changes to plans and main activities.

42. **Output 1.1.4: Development and implementation of a TRI Global Communications and Outreach Strategy.** A *TRI Global Communications and Outreach Strategy*, to share information and messaging on TRI among internal and external partners across and beyond the TRI geographies, will be developed with substantive inputs and participation from TRI country project teams and Agency partners and implemented by the GCU. The strategy will codify objectives and approaches in communicating about the TRI program with internal and external audiences. The strategy will be shared with all national child project management teams as a framework for developing country-level communications and outreach plans, so that global and national communications are coordinated and consistent, and achieve their objectives. The strategy will consider the following factors:

- Overall objectives and priorities of TRI partners for TRI communications;
- Stakeholder needs and requirements with regards to TRI communications and outreach;
- Key messages for external communications and development of a TRI “brand”;
- High-value, high-priority opportunities for communication about TRI, including those provided by major policy events such as the United Nations Convention to Combat Desertification, Conference of the Parties (COPs), United Nations Convention on Biological Diversity (UNCBD) COPs, the United Nations Framework Convention on Climate Change (UNFCCC) COPs, Global Landscapes Forum events and others;
- Communication deliverables (i.e., reports, publications, videos, flyers, newsletter, blogs, events, etc.);
- Harmonization and integration of the *TRI Knowledge Management Strategy*, developed by FAO during PPG stage (Annex X), with the *TRI Global Communications and Outreach Strategy*, and potentially the communication strategies of partner organizations, programs, and initiatives;
- Roles and responsibilities for developing, approving, and disseminating communications, including the identification of Communications and Outreach focal points from all Child projects who will be convened regularly;
- Transparency and access to communications products; and
- Platforms and vehicles for storage and dissemination of communications products.

43. **Output 1.1.5: Development and implementation of a TRI Partnership Strategy.** A *TRI Partnership Strategy*, to support further achievement of Program objectives and enhanced generation of Programmatic outcomes, will be developed and implemented by the GCU. The strategy will codify objectives and approach for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that help foster achievement of TRI objectives, both at the Program- and child project-levels. The strategy will include engagement with partners that play a role at the Program level or across multiple child projects. The *Partnership Strategy* will also be shared with all national child project management teams so that high-level engagement with external stakeholders is coordinated and consistent, and achieves TRI objectives. The strategy will consider the following factors:

- TRI program and stakeholder needs and objectives with regards to Program- and child project-level partnership;
- Existing collaboration agreements of the individual members of the Project Steering Committee with other organizations, partnerships and initiatives;
- Benefits and costs of different partnership opportunities;

- Benefits and costs of different approaches for engaging with potential partners including high-level events, direct engagement and partnership, generation of synergies through coordinated action, etc.;
 - Roles and responsibilities for engagement and partnership with relevant external partners and initiatives;
 - Linkages and partnerships with global and regional restoration initiatives including the Bonn Challenge, AFR100, the Agadir FLR process in the Mediterranean and the Asia-Pacific FLR Strategy;
 - Linkages and partnership with external organizations supporting FLR and that are identified in Section 2.4. above; and
 - Partnership with academic and research organizations on FLR-related research and development.
44. Potential partners engaged by the TRI Program are expected to play one of the following roles:
- Provide expert guidance or critique, through participation on the TRI Program Advisory Committee, at TRI-sponsored workshops and events, and other possible means;
 - Provide innovative tools, thinking or expertise, and/or ensure that certain perspectives are integrated (such as resilience);
 - Help influence the enabling environment for FLR, increasing and maximizing synergies to benefit from the work of others in the field and vice versa;
 - Provide co-financing to co-fund components of the TRI that are in-line with donors' strategic goals, and thereby increase TRI's impact.
45. **Output 1.1.6: TRI web portal for dissemination of information about the program functioning and regularly updated.** A dedicated TRI web portal will be established and hosted on the IUCN website, to provide information and updates on TRI-related events and progress. The site will provide links to relevant knowledge sharing and tools including FAO FLR Knowledge Platform and UN Environment – Finance Initiative. The site will be updated monthly by the GCU and potentially provide both public and limited access pages.
46. **Outcome 1.2: Progress of TRI Program and the Global Child Project is systematically monitored, reported, and assessed.** Achievement of this outcome will be that (i) the TRI Program- and Project-level M&E system is fully operational; (ii) periodic implementation reviews and progress reports are prepared on time and according to agreed standards; and (iii) Implementation of the TRI Program and the Global Child Project is efficiently managed and adjusted throughout as required by the circumstances.
47. **Output 1.2.1: TRI Program- and Project-level M&E system established and operational with effective linkages to all TRI national projects.** A Program- and Project-level M&E system will be established to provide timely assessment of the progress of both the overall Program and Global child project in achieving expected outcomes, and to facilitate adaptive management. An important component in this system will be the development of a TRI M&E Framework to provide a conceptual basis for monitoring and evaluating, help guide development of child project M&E systems, and facilitate more effective implementation of M&E by all child projects. This TRI M&E Framework, which will be developed during the first 6 months of Global child implementation, will have the following features:
- Based on the TRI Theory of Change;
 - Define the scope of objectives of the TRI M&E Framework;
 - A set of high-level learning and evaluation questions

- Utilize the TRI Program-level logframe and indicators found in the TRI PFD;
 - Define systems, templates and methodologies for the coherent capture and analysis of useful information, building on guidance already shared with all TRI project development teams during PPG-stage development;
 - Utilize the TRI Harmonized GEF Tracking tools;
 - Integration with the TRI Knowledge Management and Communication strategies
 - Standardized reporting templates and procedures.
48. In addition, under Output 1.2.1, *Value for Money* assessments of the TRI Program, examining any systemic changes resulting from TRI interventions and the relative TRI partner contributions to those changes, will be undertaken. The assessment will involve development of in-depth case studies assessing the overall value for money realized (including net present value of future projected benefits) from TRI-supported interventions in three TRI countries. Key elements of methodology for this assessment include:
- Define and quantify TRI-supported and partner contributions to the achievement of defined FLR objectives, based upon evidence collected through the TRI M&E system, independently-conducted stakeholder interviews and surveying, and other relevant data sources and data gathering;
 - Combine quantified contributions from above work with an assessment of benefits and costs of the interventions;
 - Hold a national validation workshop to present and validate findings with national stakeholders;
 - Refine the studies based upon findings from validation workshops and publish.
49. **Output 1.2.2: Timely biannual Project and Program Progress Reports available to PAC.** The purpose of the biannual Project and Program Progress Reports is to identify any problems and constraints that impede efficient and timely implementation of the Global Child project and TRI Program, respectively, and to propose appropriate remedial actions. The Project and Program Progress Reports will also report on any risks facing the Project and Program and the carrying out of the risk mitigation plan(s).
50. **Output 1.2.3: Midterm Project/Program review and terminal Project evaluation carried out and reports available.** The GCU will arrange for an independent midterm evaluation to be undertaken at Project midterm to review progress and effectiveness of implementation in terms of achieving the Project objectives, outcomes and outputs. Because of the close linkage of Project objectives to the overall success of the TRI Program, the Midterm Project review will also cover overall progress and effectiveness of the overall TRI Program in terms of achieving Program objectives, outcomes and key outputs. Findings and recommendations of this review will guide any improvements in the overall Project design and execution strategy for the remaining period of the Project's terms, as well as provide recommendations for improvements to the TRI Program. In addition, the GCU will arrange for an independent terminal evaluation of the Project to be carried out within six months after Project completion, in accordance with IUCN and GEF guidance. The principle purpose of the terminal evaluation is to provide guidance on the policy decisions required for follow-up of the Project, and provide the GEF with information on how GEF funds were utilized. *Note:* to increase the compatibility and utility of findings and to potentially save costs, all mid-term and terminal evaluations of TRI child projects, including the Global Child and national child projects, will be coordinated by the GEF Units of the three TRI Implementing Agencies, with methods shared and potential employment of the same independent external consultants for several or all of the evaluations.

51. **Output 1.2.4: Tracking of measurable progress on TRI country implementation of FLR commitments.** Building on tools available in the FLR monitoring toolbox currently in preparation in FAO, with several GPFLR partners, including the Bonn Challenge Barometer of Progress, and other means for tracking and reporting on sub-national, national and global implementation progress (including SDGs, NDCs monitoring/reporting efforts currently in preparation in the context of the implementation of the Paris Agreement, country progress on implementation of FLR commitments will be assessed and reported on. For those TRI countries that have made Bonn Challenge commitments (currently 5 of the 10 TRI countries), progress on restoration will be linked to and reported on the Bonn Challenge Barometer of Progress.

Component 2: Capture and Dissemination of Best Practices & Institutional Capacity Building (FAO lead)

52. The objective of the Component 2 is to improve the gathering, development and dissemination of FLR knowledge and capacities in the TRI countries and beyond, for the benefit of local populations. The Component's design is founded on the basic knowledge needs assessment completed in line with the PPG consultant interviews, which highlighted the in-country capacity level and needs of key stakeholders. Accordingly, the GEF investment will be used to develop knowledge products tailored to the known, not assumed, needs of stakeholders.
53. Building on existing tools and dissemination methodologies, Component 2 will develop innovative knowledge products and services, with specific design features to overcome the existing barriers to FLR knowledge adoption described above. This includes delivering every product with enhanced implementation guidelines, to support users of multiple levels to engage with cutting-edge content in support of their FLR work.
54. These products, as well as relevant existing ones, will be actively disseminated through face-to-face meetings in different settings (global, regional or national workshops & trainings as well as focused South-South exchanges) combined with online learning journeys. These activities will expose TRI stakeholders to international FLR cases and success stories, knowledge networks and networking opportunities. TRI stakeholders will also be linked with each other, and to the pool of global FLR experts and participants from other FLR programs and initiatives.
55. The child projects will benefit from the Global Child Project, and contribute to the success of the GCP by sharing their experiences and success stories at the national, regional and international levels.
56. Adopting such approaches ensure that GEF funding supports and enhances, not competes with, existing FLR knowledge initiatives. Forming awareness and linkages with these initiatives early on in the project cycle enables two-way collaboration, with co-development of products, the harnessing of case studies from other initiatives, and the dissemination of newly developed products, being just a few examples of the potential benefits enabled by GEF support to TRI.
57. **Outcome 2.1: Improved actionable knowledge on FLR through enhanced tool packages.**
58. **Output 2.1.1: Existing tools and knowledge resources are repackaged and enhanced with case studies for use by project stakeholders.** As previously noted, there is a large amount of available content on FLR implementation and monitoring. However, this content is not yet suitable for adoption in-country. Activities under this Output seek to redevelop the content, repackage it in

easy-to-engage with formats (such as briefs, webinars), provide supportive case study examples, as well as provide accompanying step-by-step guidelines on how to carry out the various tasks when needed.

59. The following topics have been prioritized by the NCPs teams for enhanced knowledge products:
 - general FLR knowledge;
 - assessment, valuation & incentives for ecosystem services;
 - integration of gender into FLR;
 - genetic variety selection and management;
 - sustainable land, forest and mangrove management;
 - sustainable agroforestry and agroecology;
 - development and management of FLR-focused Farmer Field Schools;
 - accessing sustainable financing for FLR, including developing bankable proposals and business plans, and multi-level FLR cost-benefit analyses;
 - developing multi-level FLR-focused integrated spatial plans; and
 - monitoring of FLR at country scale.
60. Each of these thematic areas are key for FLR implementation. For example, apart from the recommendation to involve all stakeholder groups in FLR processes, including both men and women, gender issues in relation to FLR processes are generally poorly defined and understood. Gender issues are key concern of all NCPs, but little information is available on national issues and solutions. A package of informative case studies, accompanied by practical guidelines on ensuring gender mainstreaming into project activities, at a minimum, would strengthen NCP processes and planning.
61. Among these priorities, a maximum of five topics will be selected through a participative process before and/or during the global events. The consultants hired by the Component to deliver the outputs will be required to liaise with NCP representatives to ensure that developed content meets their needs and facilitates collaborative testing and development of the outputs.
62. **Outcome 2.2: Improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face meetings.** Under this Outcome, the knowledge gathered and/or developed under Outcome 2.1 is disseminated through face-to-face learning events and training. These dissemination pathways will be combined with online learning journeys (see Outcome 2.3 below) to multiply the learning experiences in order to best adapt to individuals' needs to increase appropriation.
63. **Output 2.2.1: Annual TRI Global Knowledge Sharing and Capacity Development Workshops organized and attended by representatives from national child project teams**
64. Key stakeholders from the NCPs, the GCP and the FLR community will come together physically 5 times over the life of the project to:
 - Share progress of their respective NCPs, discuss lessons learned and learn new solutions to challenges they may encounter in their projects.
 - Engage in thematic discussions around agreed priorities topics; and identify capacity development needs.
 - Develop strategies for knowledge management and capacity development for the coming period.

65. The GCP will complete a needs assessment to determine which themes require addressing during these events and where necessary hire in suitable consultants to lead trainings during the workshop. They will mainly be training of trainers so that trainees can have others benefit from their knowledge once they are back in country.
66. This activity is complementary to the regional capacity building workshops and the support to the national capacity building workshops.
67. The GCP will use its budget to organize the meeting (translation, venue and catering), hire necessary training consultants, have global partners facilitate the workshop and cover one participant per NCP. NCPs are expected to cover other attendance costs, including DSAs and flights. Workshops are estimated to last a maximum of 5 days and enable participants to share their cases as the basis for learning.
68. **Note:** it is anticipated that several TRI events and workshops, including the *Restoration Finance Workshop* and annual meetings of the Program Advisory Committee, will piggy-back upon the Annual Knowledge Sharing and Capacity Development Workshop. That is, these events will utilize the same venue and take advantage of the presence of gathered TRI stakeholders attending both events, to save costs. Moreover, TRI Implementing partners will share the overall costs of the annual *Global Knowledge Sharing and Capacity Development Workshop* in the following way:
 - IUCN will cover the full GCP-costs (excluding National Child Project travel cost contributions) of the workshop in years 1 and 5.
 - FAO will cover the full GCP-costs (excluding National Child Project travel cost contributions) of the workshop in years 2 and 4.
 - UN Environment will cover the full GCP-costs (excluding National Child Project travel cost contributions) of the workshop in year 3.
69. **Output 2.2.2: Workshops and trainings on priority FLR topics at global and regional levels (two regional events on key FLR issues of interest for several countries) are organized.** While some topics related to FLR can be dealt at the global level, others would be better done at the regional level (according to ecosystem types, language, etc.). As such, 2 regional workshops will be organized over the life of the Program, depending on common interest expressed by country.
70. The GCP will cover the cost of the trainer, venue and material and 1 to 3 participant(s) per TRI country part of the region (depending on the number of countries interested and up to 15 participants covered/workshop). As much as possible the trainings will happen in conjunction with other regional events to increase participation. Consultants or partners recruited to deliver the output will formulate the program in collaboration with NCPs, to ensure the training content directly meets their knowledge needs.
71. Based upon interviews and FLR knowledge, potential topics for trainings are indicated below, but some trainings could also support the appropriation of the other education material indicated in the activities above (Outcome 2.1):
 - *Assessment, valuation & incentives for ecosystem services.* This is seen as essential in order to strengthen national plans and identify relevant financing options. The participants of these trainings will be NCP teams and key national stakeholder representatives who will complete the in-country assessments.

- *Strengthening restorative value chains and enhancing markets.* These courses will focus on providing knowledge and resources on the development, and bringing to market, of goods and services derived from and contributing to FLR.
- *FLR Opportunities:* in-country ROAM processes.
- *Convening and facilitation of multi-stakeholder platforms (MSPs).* The convening of multi-stakeholder platforms (MSPs) is anticipated in all NCPs and represents key outputs for the projects. The performance and outputs of these MSPs will play a central role in the success of TRI. It is therefore essential to ensure early on that NCP teams have the capacity to convene and facilitate such important MSPs. This training would enable NCPs to rapidly enhance their facilitation skills and address topics including stakeholder analysis, conflict management, monitoring and evaluation (M&E) of MSPs, and the recording and dissemination of MSP deliverables. The trainings will not be specific to national level MSPs but rather will highlight the different approaches needed for diverse actors. Furthermore, attention will be given to ensure that the NCP teams can in turn offer training and advice to in-country stakeholders on facilitation (training-of-trainers).

72. **Output 2.2.3: National FLR trainings are enhanced through expert support in development and delivery of trainings.**
73. The different NCPs have planned national workshops to build local capacity on FLR. The GCP will set up a technical assistance facility to support national trainings to ensure that these trainings have the necessary level of support for efficient FLR in country, and are in line with TRI strategy. In order to increase the efficiency of national trainings planned as part of the NCPs, the GCP will provide training expertise support upon request from the countries. The GCP will support short-term experts working on specific trainings. Eleven short terms experts' missions (10 days of expertise + trip to the country for the workshop) are currently planned. The experience from different countries and the tools developed for the workshops will be shared with the TRI community through the online processes (presented in Output 2.3), inspiring the replication of the workshops in other countries.
74. **Output 2.2.4: Focused regional South-South exchange visits on selected FLR topics are supported by the GCP (support to the organization and the documentation of the exchange).**
75. The GCP will stimulate and support the design, execution and dissemination of knowledge from regional exchange visits between TRI countries (and where relevant to countries not part of TRI). These exchange visits will enable NCP stakeholders to share their experiences and best practices. Further, such exchange visits will inspire continued innovation and contribution to NCP processes.
76. During the project development phase, the following topics have been mentioned as potential topics for South–South exchanges:
- development of integrated spatial plans;
 - developing public-private partnerships for FLR;
 - FLR-related small & medium businesses and products;
 - best practices in agroforestry and agroecology;
 - the development and management of nurseries;
 - genetic variety selection and management; and
 - mangroves and FLR (possible exchange between Sao Tome and Guinea Bissau).

77. The GCP will support the development of the South-South exchanges. It will develop guidance documents and templates for use in recording and documenting exchange visits to ongoing or successfully completed FLR projects. Exchange visits by national-level stakeholders to successful FLR sites will be a key activity to inform and inspire participation in NCPs. The effective functioning of these exchanges is therefore essential.
78. The NCP teams are directly responsible for hosting the exchange visits and for selecting suitable stakeholders to attend exchanges in other countries. NCPs also fund the participation of stakeholders from their own projects, with the GCP providing support to ensure quality of execution, reporting and experience sharing with other teams.
79. **Outcome 2.3: Improved dissemination of knowledge on FLR to project stakeholders and beyond through online learning journeys**
80. **Output 2.3.1: FLR CoPs are developed and enhanced including expert networks, facilitated peer-to-peer online knowledge sharing fora and continuous interaction opportunities to reinforce targeted and practical learning.**
81. Online community/communities of practice (CoP) will engage project stakeholders and other FLR practitioners in a long-term learning and sharing process within a practitioners' network. The CoP facilitation team will compile information from members, contribute to the communities' knowledge reserve and the FLRM Knowledge Base, and request and share regularly the most useful and relevant knowledge products. The team will organize free-of-charge online learning opportunities, such as webinars and structured online discussions, forming online knowledge sharing fora focusing on learning with partners, and highlighting the latest innovation and information.
82. The FLRM CoP is an excellent opportunity to introduce project stakeholders to general (and specific) knowledge on FLR. They are an efficient way to share knowledge among a wide variety of stakeholders based in different country/continents. In the CoPs, the project stakeholders are exposed to new expertise, diverse cases, experiences and best practice solutions to encountered challenges. A trajectory of webinars, facilitated by the GCP, but involving global experts who can be contracted to deliver specific services, will enable NCP teams and stakeholders to get strong insights and inspire them to share their own situations and perspectives. The webinars and their recordings will also contribute to the global knowledge on FLR, with resulting reports disseminated widely through social media platforms. Online email-based discussions in the lead up to and after webinars, will further enhance and validate the learning experience.
83. The topics on the CoPs will most likely be the ones of particular interest to the NCP stakeholders, and are the ones that will receive particular attention in Outcomes 2.1 and 2.2.
84. **Output 2.3.2: The online Knowledge Base is improved to make knowledge more easily and widely accessible.**
85. The Project needs an easily accessible online repository for knowledge products either produced by or of interest for the NCPs and the larger FLR community. As presented in the Project Rational section (Section 2.5), from the completed assessment, the most promising FLR-knowledge initiative is the FAO's Forest and Landscape Restoration Mechanism (FLRM) Knowledge Base Platform (KBP). The KBP is a multi-partner initiative and is currently under development. To date, only the Monitoring module has been launched, and it does not yet contain

a large amount of data. There are however promising elements of the mechanism which make it a potentially strong and sustainable initiative to consider engaging with for TRI.

86. The KBP will be enriched with the tools developed within TRI and other projects. It has been created to be easy to access from anywhere in the world and has a life span well over the life of the Project. It is therefore a good place to compile and store easy-accessible knowledge for TRI stakeholders.
87. **Outcome 2.4: Enhanced collection and dissemination of knowledge gained from TRI experiences by national project teams and stakeholders**
88. **Output 2.4.1: National Child project teams are guided in the recording of in-country experiences and lessons-learned**
89. The experiences gained during the project implementation phase will be a rich source of learning for future projects in country and beyond. The GCP will support the NCPs to record their experiences. Depending on the needs of different NCPs, activities will include:
 - Compiling and sharing with NCPs templates for recording in-country experiences, including templates for case studies, webinar presentations, and other lessons-learned. Simple templates developed and shared with NCPs will increase the quality and consistency of knowledge capturing. The templates will be collaboratively developed so that they suit the needs of the respective project teams.
 - National child project teams will be guided in the development of in-country workshops and other events, including on participatory methods and in the recording of results. The GCP team will support the definition of key documents, such as the agenda and methods. In order to ensure the effective design, execution and recording of in-country workshops, as well as the dissemination of outputs, this Output will develop and share generic templates, formats and recommended workshop methods. Doing so will increase the chances of consistent and coherent outputs from respective workshops and enhance the quality of derived knowledge products to be disseminated.
90. **Note:** the GCP will not be able to cover the costs of translating documentation into national/local languages. To support NCPs to do this themselves, the component will compile a list of quality, reliable translators from which the NCPs can source a translator, and in collaboration with the NCP teams and in consultation with TRI partners, draft a recommended list of terminology to be used in different languages.
91. **Output 2.4.2: National child project teams are guided in the dissemination of national results and global products.**
92. Depending on the needs and recommended actions of the communication strategies of TRI and NCPs, the GCP will support NCPs in the development and use of suitable media, such as radio programs, online communities of practice, knowledge-sharing web pages, emails, social media, for in-country dissemination of project updates, knowledge and resources.
93. Interviews with PPG consultants identified a desire among NCP stakeholders for establishing in-country knowledge web sites or portals, and also found that NCP teams will likely need support to do this effectively. This Output will provide principles and tips for the development and maintenance of simple websites for knowledge dissemination.

94. **Outcome 2.5: Strengthened global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities.**
95. **Output 2.5.1: Increased efficiency of FLR knowledge generation and enhanced organization.**
96. Based on FAO's previous experience with online communities of practice, the communities of practice, with their 2–3 yearly knowledge sharing fora (or in some cases: 'online learning events'), including different learning means, will generate a considerable amount of learning materials.⁵² The knowledge generated will consist of needs assessment reports, summaries of inputs from FLR practitioners, research in different formats, and recorded webinars, as well as improved lists of key resources to the Knowledge Base.
97. FLR practitioners suffer from incoherent sharing structures on FLR knowledge resources. In order to respond to the demand for timely delivery and knowledge exchange on FLR, in addition to the support activities to the NCPs, the global team will:
- Ensure that experiences and lessons learned from national child projects are systematically collated, and identify opportunities for synthesized knowledge products, such as publications compiling the gathered information,
 - Compile regular updates of the knowledge and innovation generated, e.g. in the format of newsletter (defined in the communication strategy) to update stakeholders, informing on project progress and new knowledge gained.
 - Ensure that this information is shared with TRI partners and beyond to the benefit of the larger FLR community. For example, through the newsletters, which will link readers to the Knowledge Base where knowledge products are stored, this Output will contribute to the global body of knowledge on FLR
98. **Note:** NCPs are responsible for disseminating lessons learned from their experiences within national networks. This GCP Component will enhance this dissemination by collating their knowledge products and sharing them with relevant international networks and organizations.
99. To upscale TRI project's impact and increasing the projects' results, the project aims at integrating TRI knowledge into larger global products within long-lasting institutional structures and processes.

Component 3: Financing Tools, Models and Partnerships (UN Environment lead)

100. Component 3 of the Global Child project will support increased mobilization of sustainable finance in TRI countries, both public and private, for forest landscape restoration. Component work will focus on activities and outputs supporting the achievement of two core outcomes: (1) improved in-country knowledge on needs, opportunities, barriers and solutions for mobilizing sustainable finance for forest landscape restoration and enhanced capacity for doing so; and (2) generation of enhanced opportunities and means for financing FLR in TRI countries. To this end, Project activities will include development and support for utilization of a tool for identifying in-country barriers and enablers for FLR investment; training and workshops to develop knowledge and capacity of key stakeholders on FLR finance including financial institutions; the tracking of both public and private finance into restoration in TRI countries; targeted support for

⁵² See example of previous efforts: the learning materials generated by the FAO-MICCA programme with overall budget of USD 9 million www.fao.org/in-action/micca/resources/learning.

development of bankable proposals and other relevant TRI country-led initiatives to mobilize FLR finance; and support for linking potential investors with in-country restoration investment opportunities.

101. **Outcome 3.1: Improved in-country knowledge on needs, opportunities, barriers and solutions for mobilizing sustainable finance for forest landscape restoration, and enhanced capacity for mobilizing sustainable finance for forest landscape restoration.** Activities under this Outcome will work in partnership with Components 4 and 2, respectively, to facilitate generation of relevant policy recommendations that support enhanced mobilization of FLR finance, and effective dissemination of these findings, including through online communities of practice and other workshops developed and supported under these Components.
102. **Output 3.1.1: Development and support for utilization of an *Enabling Investments Rapid Diagnostic Tool* to identify key constraints and enablers for FLR investment in TRI countries.** Recognizing the importance of an enabling regulatory framework for scaling-up financing for restoration projects, the project team will seek to develop an *Enabling Investments Rapid Diagnostic Tool*. This Tool will allow actors in each TRI country (and others) to identify key in-country policy, regulatory, institutional, and/or financial obstacles that currently stand in the way of investing in restoration activities. It will likewise provide suggested measures for reform, depending on the bottlenecks identified. For example, the Tool may consider the presence/absence of several of the following regulatory constraints/opportunities, among others:
 - Legislation or regulations encouraging public-private partnerships;
 - Clear land and resource use policies;
 - Effective conflict resolution mechanisms/arbitration;
 - National/sectoral-level strategies/policies for supporting and coordinating landscape restoration goals, as well as domestically-supported projects;
 - Laws or regulations requiring or heavily incentivizing restoration activities; and,
 - Credible coercion against unsustainable (or illegal) extraction/production of natural resources.⁵³
103. A guiding principle in the Tool's development will be simplicity, such that it can be used with relative ease by working-level staff as well as decision makers in TRI countries. It will therefore take the form of a straightforward Excel document, with guidance and instructions in non-technical language, similar in this sense (though somewhat different in focus) to the Restoration Diagnostic developed by the World Resources Institute.⁵⁴
104. In addition, under this Output, support will be provided to country teams for the use of the tool, as well as developing relevant policy briefs and reports based on the findings of this tool. Reform suggestions identified by the Tool might potentially include allowing the market to price, externalities. Other recommendations may address public fiscal matters, including subsidy reform, as well as mainstreaming restoration activities in national/local budgets, as has been done in a variety of countries, including the United States (also at the state level), Canada, Lebanon, Tunisia, and others.⁵⁵ Likewise, some countries may opt to develop national environmental funds to facilitate the financing of restoration projects and leverage private capital (e.g. Rwanda, Vietnam, Ethiopia, and Costa Rica) or to implement public incentives schemes such as payments for ecosystem services or other compensation schemes (e.g. China, European Union, Morocco, and Algeria). Recommended reforms and activities should align closely with Country Child

⁵³ <http://www.landscapes.org/wp-content/uploads/docs/London-white-papers/London-2016-WhitePaper-Risk-reduction-measures.pdf>

⁵⁴ <http://www.wri.org/publication/restoration-diagnostic>

⁵⁵ <http://www.fao.org/3/a-i5032e.pdf>

Project activities. Finally, support will be provided for dissemination of these policy briefs and reports through Global child-supported channels, including web portals, Communities of Practice, workshops, and more.

105. **Output 3.1.2: Development and delivery of a capacity building program on FLR finance.** A training program to build in-country capacity on FLR finance will be developed, building on existing FLR training programs and finance programs such as those already delivered by the UNEP Finance Initiative. Content will include an online course on FLR finance developed in partnership with a well-established training provider with existing knowledge of FLR training products. The training program will complement existing training for country stakeholders and financial institutions, focusing on enhancing knowledge across the whole value chain of FLR investment. The online portion will be complemented with in-country workshops in TRI countries where requested. The course will form part of the broader training offering of UNEP FI to financial institutions. The Global Child will finance the development of this course, with content developed in partnership with TRI countries so that it is tailored to the specific needs of TRI countries. TRI national project stakeholders that are interested in taking the course will pay a small fee per student (estimated at \$1,300 USD per student for a cohort of 15-20 students).
106. **Output 3.1.3: Tracking public and private flows of funding for restoration in TRI countries.** A resource will be developed to enhance public understanding of the amount of funding flowing into restoration in TRI countries, including both public and private-sector funds. Public finance simply refers to funds which originate from governments (national, regional, or local) and their affiliated agencies, such as development finance institutions. Private finance sources are clearly more diverse, and can include corporates, project developers, financial institutions, institutional investors, households/high net-worth individuals, philanthropy, as well as various forms of private equity/venture capital vehicles.
107. Recognizing that financing can come in various forms, the team would aim to collect information on the following instruments:
- Public fiscal outlays
 - Balance sheet financing, including debt/equity invested by a company
 - Project equity
 - Concessional lending
 - Grants
 - Payments for (ecosystem) services
 - Risk-sharing mechanisms
 - Insurance/reinsurance
 - Guarantees
108. This exercise will of course be quite challenging, as domestically the tracking and auditing of public expenditures is not always consistent, accessible, or understood. Indeed, UNDP's and UN Environment's Poverty Environment Initiative has expended substantial resources carrying out several Climate Public Expenditure and Institutional Reviews, which aim to address this issue, with tracking domestic restoration finance a similar challenge in countries where outlays are not coded in line with the sectors of interest for TRI. However, more generally, there continue to be significant data gaps, definition inconsistency, and uncoordinated data gathering.⁵⁶ Indeed, at

⁵⁶ Climate Policy Initiative (CPI) and Collaborative Partnership on Forests (CPF), as cited in http://unfccc.int/files/cooperation_and_support/financial_mechanism/standing_committee/application/pdf/background_paper_prepared_for_the_2015_scf_forum.pdf
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present there are no public expenditure reviews for forest and landscape restoration activities per se, but simply for forestry and agriculture more generally.⁵⁷

109. On the private finance side, the team will need to work from the bottom-up at the local level to identify the projects that have been financed, and then speak with developers and their partners.
110. **Outcome 3.2: Enhanced opportunities, means and partnerships for financing FLR in TRI countries.** Achievement of this Outcome will be that TRI Child project stakeholders are supported in the generation of bankable proposals and other in-country financing mechanisms and incentives to facilitate mobilization of funding for FLR; and new partnerships for financing restoration in TRI countries are generated through workshops and other means for linking potentially interested investors with in-country opportunities.
111. **Output 3.2.1: Targeted support for development of bankable proposals and other in-country financial mechanisms and incentives to facilitate mobilization of funding for FLR.** Based on TRI country request, TRI child project teams will be supported in the development of bankable proposals and other in-country financial mechanisms and incentives to facilitate mobilization of funding for FLR. Support may include provision of tools and training materials, workshops, trainings on local regulatory frameworks, business plan development, financing requirements and project lifecycles, and which kinds of investors might be appropriate to approach, and at which stage. Additional support may be provided to proposal developers to improve their projects, including support for feasibility and engineering studies, environmental and social impact assessments, legal consultation, and planning for structured financing and financial transactions.
112. **Output 3.2.2: Development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration opportunities.** A workshop will be presented in year 3 of TRI implementation, whereby leading thinkers and financiers from the public and private sector engaged in, or interested in engaging in, restoration will be linked with national TRI partners and other organizations active in restoration in the Child Countries. Note that this workshop will utilize the existing TRI Annual Knowledge Sharing Workshop to save costs, as many of the same stakeholders will be present.

Component 4: Policy Development and Integration, and FLR Monitoring Support (IUCN lead)

113. Component 4 of the Global child will work in tandem with national projects, supporting national projects' efforts to enhance their respective in-country enabling environments for FLR through identification, uptake and strengthening of policies and regulatory frameworks that support forest landscape restoration while incorporating biodiversity conservation, accelerated low GHG development and emissions reduction, and sustainable livelihood considerations. This includes supporting better alignment, harmonization, and mainstreaming of policies across different sectors, as country-level policies relevant for FLR are typically sectoral and may conflict or work at cross purposes to other policies unless assessed and revised so as to function in an overall multi-sectoral policy context. This may also include support for the development of new/additional restoration targets by TRI countries that contribute to the Bonn Challenge, depending upon national circumstances. In addition, under this component, support will be provided for the development, piloting and refinement of a framework and supporting tools for monitoring biodiversity impacts from FLR.

⁵⁷ <http://www.fao.org/3/a-i5032e.pdf>; and <https://climatepolicyinitiative.org/wp-content/uploads/2017/01/The-Landscape-of-REDD-Aligned-Finance-in-Cote-d'Ivoire.pdf>
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114. **Outcome 4.1: Enhanced in-country enabling environment for FLR, and increased national and sub-national commitment to FLR.** Achievement of this outcome will be that: (i) TRI country national and sub-national policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture; and (ii) additional TRI countries have linkages to the Bonn Challenge through new/additional commitments, and enhanced credibility, awareness and support for these commitments through tracking of measurable progress. IUCN will take advantage of and mobilize its State and non-State members in support of this output.
115. **Output 4.1.1: Development, dissemination and uptake of relevant policy case studies and policy briefs on FLR.** Informed by regular consultation and dialogue with TRI country partner teams, high-value, relevant and timely case studies and briefs assessing country experiences with FLR-relevant policies (highlighting TRI countries but also relevant models from non-TRI countries) will be developed and disseminated to TRI partners and the wider FLR community. This will potentially include country experiences with policies that incentivize investment in restoration; that address the drivers of deforestation and degradation; that maximize linkages and contributions of FLR to the SDGs, to CBD Aichi Target 15, to the UNFCCC REDD+ goal and to the land degradation neutrality goal; and that contribute to complementary SLM objectives. Emphasis will also be on bringing a more diverse range of stakeholder voices into the policy planning process, including women and minority groups.
116. **Methodology, Output 4.1.1.** Development and dissemination/uptake of relevant policy case studies and policy briefs on FLR will include the following steps and approaches to engender ownership and buy-in by TRI country teams and enhance overall impact:
- Building on the PPG-stage analysis of TRI-supported policy work at the national level and the existing body of relevant policy case studies and policy briefs, the Global Child will work with country teams to further identify priority policy case studies and policy briefs to be developed based on TRI country needs, opportunity for development, anticipated impact, uptake pathways and desired policy impact.
 - For each policy case study and policy brief to be developed, a development team drawn from the Global Child and one or more TRI national child project team(s) will be constituted, with roles and responsibilities assigned, and a work plan developed that includes a dissemination and uptake strategy and related activities.
 - Development of policy case studies and policy briefs will be accomplished by the constituted development team, according to the collaborative work plan developed.
 - Complementary work to be performed by country teams using national child project resources shall include:
 - Compilation and collection of relevant national-level data;
 - Tailoring (as needed) of policy briefs and case studies to country needs and context;
 - Translation (as needed);
 - Dissemination and uptake activities (as needed, in concert with Global Child).
 - All policy case studies and policy briefs will include the following elements:
 - Clear linkages to TRI country policies, activities, experiences, etc.;
 - Specific follow-up action points;
 - Ownership in terms of uptake strategy - with a clear action plan for each product;
 - Clear metrics for assessing effectiveness and impact over short timeframe (within TRI implementation).

117. **Output 4.1.2: Development and implementation of an outreach and awareness-raising campaign on FLR** that will profile FLR progress and needs from TRI projects and, where requested by individual Child projects, will develop tailored national components for use by those Child projects.
118. **Methodology, Output 4.1.2.** Development and implementation of an outreach and awareness-raising campaign on FLR will include the following steps and approach:
- Building on the PPG-stage analysis of Child project priorities and needs, the Global Child will work with interested country project teams to more fully define the components of the strategy for raising awareness and support for FLR;
 - Components of the developed strategy may include (but are not limited to): nominating and highlighting restoration champions; developing case studies, packages of media products and other vehicles and materials for raising awareness about FLR linkages to the Rio Conventions, barriers for women to participation in forest-related decision-making and means for addressing them, and other topics, with tailored national components for use by Child projects;
 - The campaign will be developed and implemented using a demand-driven approach targeting priority themes and stakeholder groups. This will include supporting efforts to bring about a Bonn Challenge commitment among those TRI countries that have not yet done so: (China, Myanmar, STP, and Tanzania).
119. **Output 4.1.3. Presentation of two technical workshops.** Two TRI Global workshops will be presented in the first and last years of TRI implementation, supporting knowledge sharing, capacity building, and adaptive management of TRI. *Note – the indicator for this Output is that of Output 2.2.1 so as to avoid duplicate indicators (5 Global workshops will be presented over the life of TRI, and support for these workshops is shared among TRI Implementing Agencies. See Output 2.2.1 description above).*
120. **Outcome 4.2: Enhanced capacity for robust monitoring of impacts to biodiversity from FLR.** Achievement of this outcome will be that country partners (both TRI and non-TRI countries), donors including the GEF, and environmental practitioners, have access to a robust and field-tested methodology for monitoring impacts to biodiversity from FLR, along with tools to complement the FLR monitoring framework and facilitate efficient and effective monitoring of biodiversity impacts from restoration at multiple scales. The monitoring framework and guidelines, described below, will be a significant improvement in terms of precision and scientific rigor from the proxy type of indicators currently in use by the GEF and other key stakeholders for estimating biodiversity impacts from FLR interventions. In addition, TRI countries that participate in piloting and improving application of the methodology for monitoring impacts to biodiversity from FLR will have enhanced capacity to continue monitoring post-TRI implementation.
121. **Output 4.2.1. Framework for monitoring impacts to biodiversity from FLR developed.** Building on the Voluntary Guidelines for FLR developed under the AFR100 initiative and the WRI/FAO guidelines for “Measuring Progress for Forest and Landscape Restoration”, and as a contribution to the Collaborative Roadmap for Restoration Monitoring developed at the Monitoring Week at FOA Headquarters in Rome, Italy in 2016, an expert group will be convened and guidelines (including indicators and approaches) developed for monitoring biodiversity in sites undergoing restoration. The guidelines will be built on, and link to, several IUCN initiatives and data products for monitoring biodiversity, including the IUCN Red List of Threatened Species, the World Database on Key Biodiversity Areas (a joint collaboration with the KBA Partnership), the

World Database on Protected Areas (a joint collaboration with UNEP-WCMC), as well as the Eye on Earth Alliance (a global initiative by AED, AGADI, GEO, IUCN, UNEP and WRI), and the recently established IUCN Red List of Ecosystems. Their development will be facilitated by the Species Monitoring Specialist Group (SMSG) of IUCN's Species Survival Commission (SSC) which is developing frameworks and tools to support the monitoring of biodiversity in a range of different contexts, from protected areas to sites under exploitation. The Group will use its wide-ranging expertise and network of partners to develop biodiversity monitoring guidelines that use experiences from a range of actors but that are tailored to the specific needs of FLR. The aim is to develop light and meaningful monitoring systems that use robust, locally relevant, cost efficient and easily replicable methods – taking into consideration existing monitoring efforts by countries and local country capacity. The guidelines will give rise to IUCN standards for monitoring the biodiversity impacts of FLR which will help practitioners select appropriate indicators for their objectives, plan and implement monitoring systems and gain access to tools and existing data sets.

122. **Methodology, Output 4.2.1.** Development of the framework for monitoring impacts from FLR will include the following steps and approaches:
 - Creation of a core team of IUCN staff to lead input into FLR biodiversity impact monitoring systems;
 - Consultations with key partners to identify synergies with ongoing work and to ensure their engagement and support for the development process and uptake/dissemination of outputs;
 - Systematic review of existing literature, data and tools relating to biodiversity in the context of FLR;
 - Drafting of an options paper, summarizing potential elements of the guidelines and links to existing related work, especially to map out how the biodiversity indicators and metrics proposed in the FAO/WRI guidelines can be built on and implemented in practice at landscape level;
 - Convening key IUCN stakeholders and partners, including experts in restoration and relevant types of monitoring (i.e., species, forests, landscapes, restoration) to build on existing work to develop a suitable draft framework for monitoring biodiversity in deforested and degraded landscapes undergoing restoration.
123. **Output 4.2.2. Piloting and refinement of the framework for monitoring impacts to biodiversity from FLR.** Application and testing of the monitoring framework in at least 4 TRI countries. This will involve identification of appropriate pilot landscapes in Africa and Asia, an assessment of existing national-level data, development of monitoring plans and indicators for each pilot landscape based on user needs, assess and analyze available data and capacity needs, and an evaluation of how the monitoring framework is perceived by users relative to cost, ease of use, uptake, and other relevant metrics defined with local stakeholders. Lessons from the pilots will be discussed by the stakeholders and partners convened for the first draft and used to finalize draft guidelines to test more widely, build in-country capacity for use, and develop plans for scaling up and sustainability.
124. **Methodology, Output 4.2.2.** Application and refinement of the framework for monitoring impacts to biodiversity from FLR will include the following steps and approaches:
 - Identification of appropriate pilot landscapes in Africa and Asia through stakeholder consultation with TRI child project teams. A representative group of landscapes and countries will be sought: in 1 African and 1 Asian country with existing national monitoring systems and databases; 1 African and 1 Asian country with more limited monitoring capacity;

- Assessment and collection of existing national-level data (from national and global databases in the 4 pilot countries);
- Hold national workshops in year 1 in each pilot country, to present the draft biodiversity monitoring framework (Output 4.2.1), better assess existing national-level data, better understand local user needs, assess which baselines can be measured from existing data and processes and which will need new effort, collaboratively develop monitoring plans and indicators based on local user needs and data availability, and build capacity for implementing monitoring plans.
- Apply and test the monitoring framework in at least 4 TRI countries, year 1-2;
- Hold national workshops in year 2 in each pilot country, to review the relevance of the monitoring framework relative to cost, ease of use, uptake, and other relevant metrics defined with local stakeholders and determine a) what will need to be refined to address local user needs, and b) what data and capacity gaps exist locally for its implementation and analysis of collected existing data. Collate local user feedback and preliminary lessons from the pilots;
- Reconvene the experts to adapt, refine and publish the Biodiversity Monitoring Framework based on results from the pilots and feedback from national user groups;
- Develop and implement a plan for wider roll out and testing, including through a national workshop in year 5 (to be financed in part from pilot country national child project budgets).

125. **Output 4.2.3: Tools for monitoring biodiversity impacts from restoration.** A set of tools for restoration practitioners and policymakers to complement the FLR monitoring framework and facilitate efficient and effective monitoring of biodiversity impacts from restoration at multiple scales will be developed. Tools will include guidance on how to collect in situ data on biodiversity to complement satellite-based remote sensing of landscapes as well as online resources and datasets bringing the most relevant information for establishing baselines and monitoring biodiversity impacts from restoration into the hands of practitioners and policymakers. The aim is to incorporate all the relevant tools available and to develop new ones that may be required. Several Agencies are currently building web-based portals to access monitoring tools and data. IUCN will work with FAO, WRI and other agencies to determine the most appropriate means for, and respective agency contributions to, dissemination of FLR data going forward.

126. **Methodology, Output 4.2.3.** Development of tools for monitoring biodiversity impacts from restoration will include the following steps and approaches:

- Working with existing resources including FAO FLR Knowledge platform and other, conduct a baseline assessment of existing tools for use in implementing FLR biodiversity monitoring, and identify gaps, taking into account findings from the pilots in Output 4.2.2;
- Develop additional tools and methods to fill gaps in providing necessary support to practitioners in implementing monitoring plans. Precise tools needed will depend on the indicators and systems proposed in the guidelines, but are likely to build on or adapt existing tools for the collection of biodiversity monitoring data and for data management (to ensure data are converted into products of use for decision makers at landscape and national levels, and that they feed into relevant national and global reporting systems, e.g. CBD, SDGs);
- As needed, IUCN will also work with partners to develop and/or support suitable web-based platform(s) to help practitioners access tools and guidelines (building on, and harmonizing where appropriate with, existing efforts such as those by WRI, IUCN PANORAMA, the Global Network for Disaster Relief, etc.).

4) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, CBIT and co-financing

127. As described above in the Section on project strategy, the incremental value of this Global Learning, Finance, and Partnerships project is to ensure coherence and promote integration of the different national child projects, while providing a package of high-value support along each of the four Program Components that is tailored to the needs of TRI national child projects. A specific focus of the Project will be to identify and capture synergies over the course of TRI implementation, between and among national child projects as well as with external initiatives that have shared FLR objectives, including partnership, funding, and learning opportunities. This will occur through design and implementation of a *TRI Partnership strategy* (Output 1.1.5) in conjunction with an *TRI Global Communications and Outreach strategy* (Output 1.1.4), leveraging the resources and networks of all three Implementing Agencies and partner networks. Absent dedicated support from the Global Child, here to be delivered through the Project's Global Coordination Unit (GCU), it is likely that many anticipated opportunities presented through implementation of this high-profile, high-value program on FLR would be missed by TRI child projects.
128. Another overriding objective of the Global Child project is to support the capture, enhancement, and dissemination of FLR knowledge and best practices. While numerous initiatives and portals, described above in the baseline section, presently provide support for FLR and an assortment of knowledge products and tools on various FLR themes, PPG-stage analysis – as outlined above in Section 2 – finds that much of this support and information is pitched at a very high level, is difficult to access and utilize for various reasons by many stakeholders, and as a result, fails to have the intended impact. Moreover, significant gaps in the knowledge base remain, in particular a lack of case studies and briefs examining application of FLR in different social and environmental contexts.
129. For this reason, the Global Child will support the enhancement of existing knowledge products, the capture of knowledge by TRI stakeholders, and the dissemination of knowledge, including through support for targeted online Communities of Practice comprised of TRI project participants and experts. In addition, all Components of the Global Child provide support for capacity building and learning opportunities, including through annual conferences, workshops, regional and bi-lateral exchange, development and delivery of online courses, and more.
130. Under Component 4, the Project will work to address challenges of monitoring biodiversity impacts from FLR – an area of clear need and interest among TRI stakeholders and also for the wider FLR community. Work will build upon the many initiatives, partnerships and data products IUCN supports to track threats to the world's biodiversity, including including the IUCN Red List of Threatened Species, the World Database on Key Biodiversity Areas (a joint collaboration with the KBA Partnership), the World Database on Protected Areas (a joint collaboration with UNEP-WCMC), as well as the Eye on Earth Alliance (a global initiative by AED, AGADI, GEO, IUCN, UNEP and WRI) and the recently established IUCN Red List of Ecosystems

131. Lastly, the Project's support for building capacity and knowledge among TRI stakeholders to access and design viable investments for FLR, and connect proponents of FLR investment opportunities with potential investors and donors, will help to catalyze sustainable flows of investment for FLR to scale up impacts of TRI.

5) Global environmental benefits and/or adaptation benefits

132. The Project will support national child projects in the achievement of FLR objectives, including key supports for replication and scaling up of project results. Table 2 below provides a summary of the anticipated Global Environmental Benefits that will be generated by TRI project interventions.

Table 2. Anticipated Global Environmental Benefits generated from TRI national projects supported in part by the Global Child project

TRI National Project	Maintain Globally Significant Biodiversity (ha) ^a			Increased Area under Sustainable Land Management (ha)			Carbon Mitigation (tCO ₂ eq)			Area under Restoration (ha)		
	Direct	Indirect	TOTAL	Direct	Indirect	TOTAL	Direct	Indirect	TOTAL	Direct	Indirect	TOTAL
Cameroon	5,000		5,000	6,000		6,000	TBD	TBD	TBD	6,000		6,000
Central African Republic	5,886	44,131	50,017	3,221	9,486	12,707	3,185,597	33,489,259	36,674,856	3,221	9,486	12,707
China	54,347	898,913	953,260	208,919	44,880,689	45,089,608	3,793,952	7,645,354	11,439,306	208,919	44,880,689	45,089,608
DRC	4,800	30,000	34,800	4,800		4,800	1,064,457	7,386,110	8,450,567	4,800		4,800
Guinea Bissau	1,500		1,500	2,700		2,700	TBD	TBD	TBD	2,700		2,700
Kenya, FAO			152,661			148,861	820,089	5,134,020	5,954,109	8,700	55,352	64,052
Kenya, UN Env.	95,000		95,000	130,000		130,000	10,657,718	31,973,154	42,630,872	10,000	20,000	30,000
Myanmar	89,005	519,245	608,250	1,295,007		1,295,007	861,128	2,170,212	3,031,340	89,005	519,245	608,250
Pakistan	34,400	98,247	132,647				2,782,420	7,946,641	10,729,061	4,400	12,567	16,967
Sao Tome & Principe	19,100	14,325	33,425	35,500		35,500	8,034,828	4,821,984	12,856,812	35,500		35,500
Tanzania	120,000	304,767	424,767	87,245		87,245	2,224,846	2,496,339	4,721,185	22,755		22,755
TOTAL	429,038	1,909,628	2,491,327	1,773,392	44,890,175	46,812,428	33,425,035	103,063,073	136,488,108	396,000	45,497,339	45,893,339

^a Refers to increased area (ha) of production landscapes that integrate conservation and sustainable use of biodiversity into management.

133. At the Global level, the Project will develop and strengthen networks among and within the ten TRI countries, including those for knowledge sharing, capacity building, monitoring and evaluation, and financing, to support the achievement of Forest Landscape Restoration goals. This will occur directly through the Project's Component work, including Component 1 work to strengthen coordination, adaptive management and collaboration among TRI partners and with external partners and initiatives; Component 2 work to develop and strengthen communities of practice; Component 3 work focusing on outreach to financial partners and institutions; and Component 4 work supporting the enhancement of in-country policy environments and monitoring impacts to biodiversity from FLR.

6) Innovativeness, sustainability, and potential for scaling up

Innovativeness

134. Both the TRI Program and the Global Child Project are innovative in a number of ways. The Program brings together a wide range of landscapes and stakeholders, across two continents, with large variance in stakeholders' degree of familiarity with FLR and institutional readiness to plan for and manage FLR. TRI brings these child projects together in a single integrated program, recognizing that this diversity will generate positive learning effects for Program participants.
135. The diversity of supported restoration strategies and intervention types also provides a strong opportunity for the GEF and TRI stakeholders to demonstrate the many ways in which restoration strategies can support achievement of national and global objectives – helping to overcome the common misconception that restoration is simply about afforestation or tree planting.
136. Moreover, the overall approach to restoration supported by TRI and the Global Child – Forest Landscape Restoration (FLR) – differs from many past restoration efforts in a number of key ways⁵⁸. These include support for inclusive landscape-level planning processes that aim to generate multiple benefits while balancing potentially competing interests and needs, and a focus on forward-looking restoration strategies that are tailored to local conditions and adaptively managed over time. These planning approaches and interventions are supported through the use of innovative processes and tools including the Restoration Opportunities Assessment Methodology (ROAM)⁵⁹, innovative finance options and strategies, and other means.
137. The Program and Global child project bring together three GEF Agencies, leveraging the resources and particular strengths of each Agency and providing a model for partnership that can be drawn upon and replicated in subsequent GEF programs and projects. Benefits extend to both TRI countries and to Agencies' respective FLR programs and beneficiaries of these FLR programs, that will be strengthened by cross-pollination throughout TRI implementation in numerous fora and at all levels.
138. The knowledge development and dissemination approaches supported by the Project, including online facilitated Communities of Practice; e-learning modules; farmer field schools and other exchange visits; workshops and targeted capacity building; will together provide a unique and

⁵⁸ Maginnis, S., Rietbergen-McCracken, J., Jackson, W. (2005). *Restoring Forest Landscapes, An Introduction to the Art and Science of Forest Landscape Restoration*. Technical Series N., 23. Yokohama: ITTO.

⁵⁹ The Restoration Opportunities Assessment Methodology (ROAM), developed by IUCN and the World Resources Institute (WRI), provides a flexible and affordable framework for countries to rapidly identify and analyze areas that are primed for forest landscape restoration (FLR) and to identify specific priority areas at a national or sub-national level. See: <https://www.iucn.org/theme/forests/our-work/forest-landscape-restoration/restoration-opportunities-assessment-methodology-roam>
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tailored way reach a broader set of stakeholders than typically achieved, thereby expanding the reach and impact of TRI. Equally important, in all Component work, the Project embraces a collaborative approach in the development of knowledge projects and tools, substantively involving national project stakeholders throughout the process of identifying, developing and refining these resources so as to be of maximum value.

139. Innovative tools that will be developed with GEF support by the Global Child project include:
- *An Enabling Investments Rapid Diagnostic Tool* (Output 3.1.1) to identify key in-country constraints and enablers for FLR investment;
 - A resource for tracking public and private flows of funding for restoration (Output 3.1.3); and
 - *A Framework and tools for Monitoring Impacts to Biodiversity from FLR* (Outputs 4.2.1-4.2.3).
140. Lastly, the Global Child will provide support for case study assessments of the value generated by TRI investments, using a new and innovative *Value for Money* methodology (Output 1.2.1) developed by IUCN through the Knowledge and Tools for Forest Landscape Restoration (KNOWFOR) project, supported by UK.

Sustainability of Project and Program results

141. Long-term sustainability of Project and Program results is supported by the following Project design features and approaches:
- *Alignment with national objectives and global goals* – As noted in Section 2, there is a tremendous amount of interest and demand for FLR from countries and from the global community. This is reflected in commitments to the Bonn Challenge, international policy goals including the SDGs that incorporate restoration, and the national policy frameworks and development objectives of many TRI and non-TRI countries. Because TRI is clearly designed to align with and support these objectives, Project and Program outputs and outcomes should continue to be drawn upon long after the TRI Program has come to a close.
 - *Partnerships* – The Global Child Project’s focus on establishing and supporting partnerships between national child projects themselves and between child projects and relevant initiatives (both in-country and external) and with interested funders and investors will help ensure that the foundations for continued action on FLR continue to function and grow after the TRI Program has come to a close.
 - *Self-sustaining Communities of Practice* – to help ensure the long-term sustainability of the CoPs, the TRI team will be coaching voluntary co-facilitators to empower members. Once the membership has grown over 1,500 members, the CoPs can be expected to continue exchanges with light moderation and facilitation, although some structuring of exchanges may still be needed. At the same time, it is acknowledged that communities have their life-time, they evolve organically over time, and may cease to exist if there is not strong and continued interest on learning among members.
 - *A permanent home for knowledge products* – Most, if not all, of the knowledge products, policy briefs, case studies, and tools developed and/or enhanced over the course of TRI should remain of value and usable long after the Project and Program finish. To ensure these products have a permanent home, they will be housed on FAO’s FLRM Knowledge

Base Portal (KBP). This website is permanent and as such guarantees that the project's outputs will remain accessible to potential users.

- *Development of high-utility knowledge products* - The collaborative process between the Global Child Project and national projects, as well as with relevant external stakeholders, in the development and testing of knowledge products will help ensure that these products are useful not only for TRI countries, but also for the wider FLR community, and that the benefits of these products live on long after TRI. Moreover, under Components 2 and 4, the Project will work to strengthen TRI countries capacities to generate, synthesize and communicate research findings, thereby helping to facilitate an enhanced and sustainable stream of knowledge products from countries themselves.
- *Building in-country capacity to plan, manage, and implement FLR* – wherever possible, TRI interventions, including those from the Global Child, are designed to work through and with national and local institutions, building capacity, and helping strengthen the foundation upon which nationally-led action on FLR can continue to grow on its own.
- *Enhancing the resilience of natural resources* – The overriding objective of TRI is to facilitate and support the restoration of deforested and degraded landscapes, thereby enhancing the resilience of natural resources upon which livelihoods depend. In this way, Project and Program efforts to develop restoration value chains and other productive investments are underpinned by restorative processes that should, if properly implemented and managed, strengthen the resiliency and sustainability of these same investments.
- *Financial sustainability* – TRI investments in restoration value chains as well as efforts to develop incentives, tools, and partnerships for mobilizing sustainable flows of finance for restoration will increase the likelihood that TRI outcomes will be sustainable over the long term, as communities are expected to directly benefit from restoration interventions, and improvements in the enabling conditions for in-country investment in FLR should attract new and additional sources of capital for restoration including private-sector capital.

Potential for replication and scaling up

142. The Program and Project offer large potential for replication and scaling up. As noted in the TRI Program Framework Document (PFD), the more than 2 billion hectares of potential global restoration opportunities have largely not been capitalized upon, and constitute essential resources for addressing climate mitigation and adaptation challenges, strengthening ecosystem health, improving the productive functioning of these landscapes, and improving livelihoods.
143. Design features of the TRI Program and Global Child Project in particular that support replication and scaling up include the following elements:
 - *Improving the in-country enabling environment for FLR* – The Program and Project's focus on enhancing the in-country enabling environment for FLR, through identification and uptake of FLR-supportive policies, will help set the stage for upscaling of FLR by lowering the cost and addressing other key barriers to FLR.
 - *Upscaling Communities of Practice* - To upscale the outreach and impact of the CoP activities, FAO has partnered with several international organizations with significant resources for communication, such as the Global Landscape Forum. In addition to the TRI partners, the collaborative organizations will continue using and sharing FAO's material and feeding members into the CoPs.
 - *Demonstration of restoration benefits and success* – All TRI national projects include support for on-the-ground implementation of FLR. In many cases, these are pilot

interventions designed to test the suitability of different restoration approaches under different social and environmental contexts. Examples include the participatory restoration of degraded and abandoned rice fields and mangroves in Guinea-Bissau; improvements in the management of production forests in China to facilitate generation of a more sustainable and broader mix of ecosystem services from these lands; testing the suitability of using bamboo for restoration of degraded lands in Cameroon; and so on. The TRI Program, and the Global Child Project in particular, will work to capture and disseminate widely the experiences from these efforts, to promote replication and upscaling of FLR.

- *Expanding the reach and utility of knowledge products and tools for FLR* – Work under Component 2 of the Global Child, to enhance the existing body of FLR knowledge products and tools so as to make these resources useful and more accessible to a broader range of stakeholders and practitioners will help to promote replication and scaling up of FLR. In addition, the FLRM Knowledge Base is situated on the FAO “In Action” website, a highly visited and well-received source of knowledge. When launched, large audiences will immediately have direct access to new FLR materials generated by the Project and Program.
- *Mobilization of FLR finance* – Development of risk assessment and management tools under Component 3 of the Global Child, that can be integrated into the operational practices of financial institutions and thereby have a long-term impact in broadening the kinds of investments made, to include restoration where appropriate, will help in scaling up FLR. In addition, as many of the partnerships with donors and investors that are anticipated to arise through the work of TRI and the Global Child involve actors with a global or regional focus, or at least a national focus, these efforts will help promote scaling up of FLR.
- *Showcasing TRI at Global and Regional forums* – The Project, through its communications and outreach work (see Section 5.6), will make use of global and regional forums to highlight the work and approach of TRI, and further support the wider restoration movement and scaling up of FLR. To broaden the reach of TRI, TRI partners will also utilize the existing knowledge networks for which they already play a key role, including the GPFLR, LPFN, UN-REDD, the GLF and the Landscape Academy. Moreover, Value for Money assessments and other documented evaluations of TRI generated over the course of TRI will help inform the design of subsequent FLR interventions, so that they can learn from and improve upon TRI in scaling up FLR

A.2. Child Project? If this is a child project under a program, describe how the components contribute to the overall program impact.

144. As described above, the Global child project will be responsible for overall coordination, monitoring, and facilitating the adaptive management of the TRI Program, while at the same time providing key supports along each of the four program components. It is therefore a key element of TRI, providing much of the “glue” that binds Program partners together while unlocking opportunities presented by a high-profile, high-visibility Program of this nature.
145. Design of the Global child has been informed by extensive stakeholder consultation and analysis of the highest-value support best provided from the Global child Project in partnership with national projects, and that is non-duplicative of national efforts.
146. Services to be provided by the Global Child Project include:

- *Program-level monitoring, evaluation, and adaptive management*, including support for a Program Advisory Committee, Global Coordinating Unit, midterm Program and Project review and terminal evaluation, as well as case studies assessing the value for money generated by investment in TRI.
- *Identification and capture of synergies among national child projects*. The Global Child project, particularly through its Global Coordinating Unit, will work to capture synergies among national child projects, and capitalize on emerging opportunities presented over the course of TRI implementation. Work will include development and implementation of a TRI Partnership strategy for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that helps foster achievement of TRI objectives.
- *Systematic capture, enhancement, and sharing of FLR knowledge*. This will include use of harmonized tools and processes for capture of information; development of case studies and policy briefs and other informational materials; enhancement of existing body of FLR knowledge to make these resources more useful and widely accessible, and sharing of experiences via facilitated online Communities of Practice, Annual TRI *Global Knowledge Sharing and Capacity Development Workshops*, other events, workshops and trainings, as well as through Program and Agency partner web platforms.
- *Support for the mobilization of FLR finance*. National child project teams will be supported in the development of bankable proposals and other tools and incentive programs through the development and delivery of an online course on FLR finance and other trainings and support. In addition, the Global child will present a *Restoration Finance Workshop* in year 3 to build capacity for project development and connect interested donors and investors with in-country FLR investment opportunities.
- *Support for identification and uptake of FLR-supportive policies*. The Global child project will work in tandem with national projects to support in-country efforts to enhance the enabling policy environment for FLR. Work will include development of relevant case studies and policy briefs, high-level workshops, and an awareness-raising campaign featuring restoration champions from within and outside TRI countries.
- *Development and provision of tools* to support planning, implementation and monitoring of FLR, including monitoring of biodiversity impacts from FLR.

A.3. *Stakeholders*. Elaborate on how the key stakeholders engagement, particularly with regard to civil society organizations and indigenous peoples, is incorporated in the preparation and implementation of the project.

147. Design of the Global child has been informed by extensive stakeholder consultation and engagement, along with analysis, to identify the highest-value support best provided from the Global child Project in partnership with national projects, and that is non-duplicative of national efforts. Consultation and engagement included several surveys and extensive rounds of interviews with PPG consultants in TRI countries (See Annex 6 in the Global Child project document for detailed results). Each of the PPG consultants had extensive contact with a wider range of stakeholders in their respective countries, and was able to provide synthesized information on the particular needs of their respective TRI stakeholders.
148. In preparation for, and alongside interviews, a desk study on existing FLR tools, knowledge products and dissemination methods was completed. The goal was to identify existing tools and knowledge products which align and potentially meet the needs of TRI stakeholders identified during surveying and assessment of child projects. Further, consideration was given to the

methods in which these products are disseminated, for example on which websites they are featured, and how they are described there.

149. This activity enabled not only the prioritisation which topics and knowledge resources to focus on, but also to identify partners to potentially involve in this process and the potential mechanisms, including those outside of TRI, to be utilized for the dissemination of newly developed materials. This work has provided a good preliminary basis on which to select products to incorporate and partners to collaborate with, and will continue, as a starting point for the Project's activities during the project's life cycle.
150. Topics that were discussed with in-country stakeholders and NCP teams included:
- An analysis of most important stakeholder groups, their knowledge needs, capacity gaps and points to consider when developing potential knowledge-based resources and in providing capacity building and other services.
 - The typologies of landscapes in project sites, agricultural and environmental processes and laws governing access and use of these landscapes.
 - Sociocultural issues which potentially impact the flow of knowledge and benefits.
 - Whether gender issues are relevant to consider for FLR work in-country, what is being done about these issues, which stakeholders are relevant to the addressing of these issues and what the NCP aims to achieve, if anything, in relation to gender.
151. The Project recognises the need to pay special attention to indigenous peoples (IP) who are often set aside during knowledge processes. During the development and the dissemination of the knowledge products, special attention will be made to ensure that the needs of IP are recognized and that their knowledge is utilized to benefit others. A special effort will be made to invite indigenous peoples to join and become active members of the communities of practice, especially for events related to stakeholder consultation processes.

A.4. *Gender Equality and Women's Empowerment*. Elaborate on how gender equality and women's empowerment issues are mainstreamed into the project implementation and monitoring, taking into account the differences, needs, roles and priorities of women and men.

152. The TRI Program is consistent with the GEF Policy on Gender Mainstreaming (SD/PL/02. May 1, 2012) and is fully aligned with the gender strategies and policies of the participating GEF agencies. IUCN's Gender Policy Statement of 1998 calls for the promotion of equity and equality as essential to the sustainable use, management, and conservation of natural resources. Moreover, IUCN, FAO and UN Environment recognize the importance of women in the implementation of sustainable Forest Landscape Restoration.
153. The Project recognises the need to pay special attention to issues of gender equality. Gender issues formed a specific focus of the surveys and interviews with PPG consultants, to assess their knowledge of in-country gender issues, and their opinions on what steps need to be taken to ensure the effective inclusion of gender issues into the NCPs. Resulting in part from these discussions, the project will take the following actions to ensure incorporation into the project's activities:
- For all Project events, such as trainings, CoP learning events, annual workshops and exchange visits, efforts will be made to ensure active female participation, to the point that, where suitable, an equal distribution of males and females will be invited as presenters and participants. The monitoring of learning activities and participation will

also include gender indicators. Doing so improves the likelihood that issues primarily affecting women are adequately represented in the Project's processes.

- Gender considerations will also form an element of any reporting templates that the project develops to support the capturing of knowledge from NCPs. Thus, NCPs will be stimulated to address gender issues in their activities and knowledge events and exchanges.
- To support the inclusion of gender issues into NCP thinking, the project will develop a package of case studies and knowledge resources for dissemination.
- The project will, when requested by NCPs, seek out additional knowledge resources to support their efforts to address in-country gender issues.

A.5 Risk. Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation (table format acceptable):

154. The potential risks associated with the achievement of the Project's objectives, as well as the planned mitigation measures included in the Project's design, are reflected in the following Table 3. The overall risk is rated as low and appropriate mitigation measures will be put into place to reduce to minimize (if not eliminate) these risks.

Table 3. Identified risks to Project implementation and mitigation measures.

Risk	Risk Level	Mitigation Measures
Countries are not sufficiently committed to FLR to make necessary policy reforms	Medium	<ul style="list-style-type: none"> – Restoration is an already identified priority for nearly all GEF-eligible countries (note GEF Sec GEF-7 study), and support for restoration is already reflected to varying degrees in national legislation and policies. – Project outputs will focus on identification of ways to achieve greater impact using existing public resources and programs.
Knowledge products generated by the Project do not meet the direct needs of intended audiences	Low	<ul style="list-style-type: none"> – The ToRs of any hired organizations / consultants developing knowledge products for the project will be developed collaboratively with national child project representatives. This will help ensure a clear understanding of the practical needs of countries, that will be extended to involvement of TRI countries in testing and validation of knowledge products. Moreover, in some case, knowledge products will be developed jointly with between the Global Child and one or more interested national child projects. Lastly, the Project will ensure that knowledge products are presented in an easily accessible and engagement manner so as to be useful to a wide community of stakeholders and practitioners.
National child project teams are not sufficiently motivated to attend trainings and other Global child supported events	Low	<ul style="list-style-type: none"> – National child projects have budgeted resources to participate to the global events, and these events will be developed tailored to the NCPs needs. Several NCPs have already expressed interest in South-South exchanges with other TRI projects.
Project outputs lack sufficient means for reaching target stakeholders and fail to cut through information flow to have a sizable impact.	Low	<ul style="list-style-type: none"> – Project will make full use of the FAO KBP and dedicated Program web portal, as well as the online FLR Communities of Practice developed and supported under Component 2, and the knowledge platforms of the three Agency partners members to disseminate project outputs to target stakeholders. A KM strategy for all project outputs will be developed by the project at the outset and integrated into the design and implementation of all project components. To

		ensure large participation in the CoPs the tools and timing of the CoPs will be tailored to the specific TRI community either globally or by regional groups (for languages and time zone purposes).
Lack of projects suitable for private finance identified in countries, thus making development of bankable projects challenging	High	– Project will be flexible in responding to country needs, considering that not all country projects may be ready for private finance. Project will support development of finance element of country projects based on needs and demand, with a view to eventually support bankable projects, where possible, even if the end goal is not achieved through this phase of TRI
Limited interest from TRI countries in developing bankable FLR projects	Medium	– The project will identify early on those countries that express higher interest in receiving targeted support for the development of FLR bankable projects
Current and future climate change impacts threaten the sustainability of restoration investments	Medium-low	– The Program seeks to restore and enhance the ecological integrity in deforested and degraded landscapes and enhance human wellbeing. In doing so, the objective of strengthening resiliency to anticipated climate impacts will be embedded into all restoration planning and investments, using a systems-level landscape approach, informed by the recently developed RAPTA framework.

A.6. Institutional Arrangement and Coordination. Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

Institutional arrangements

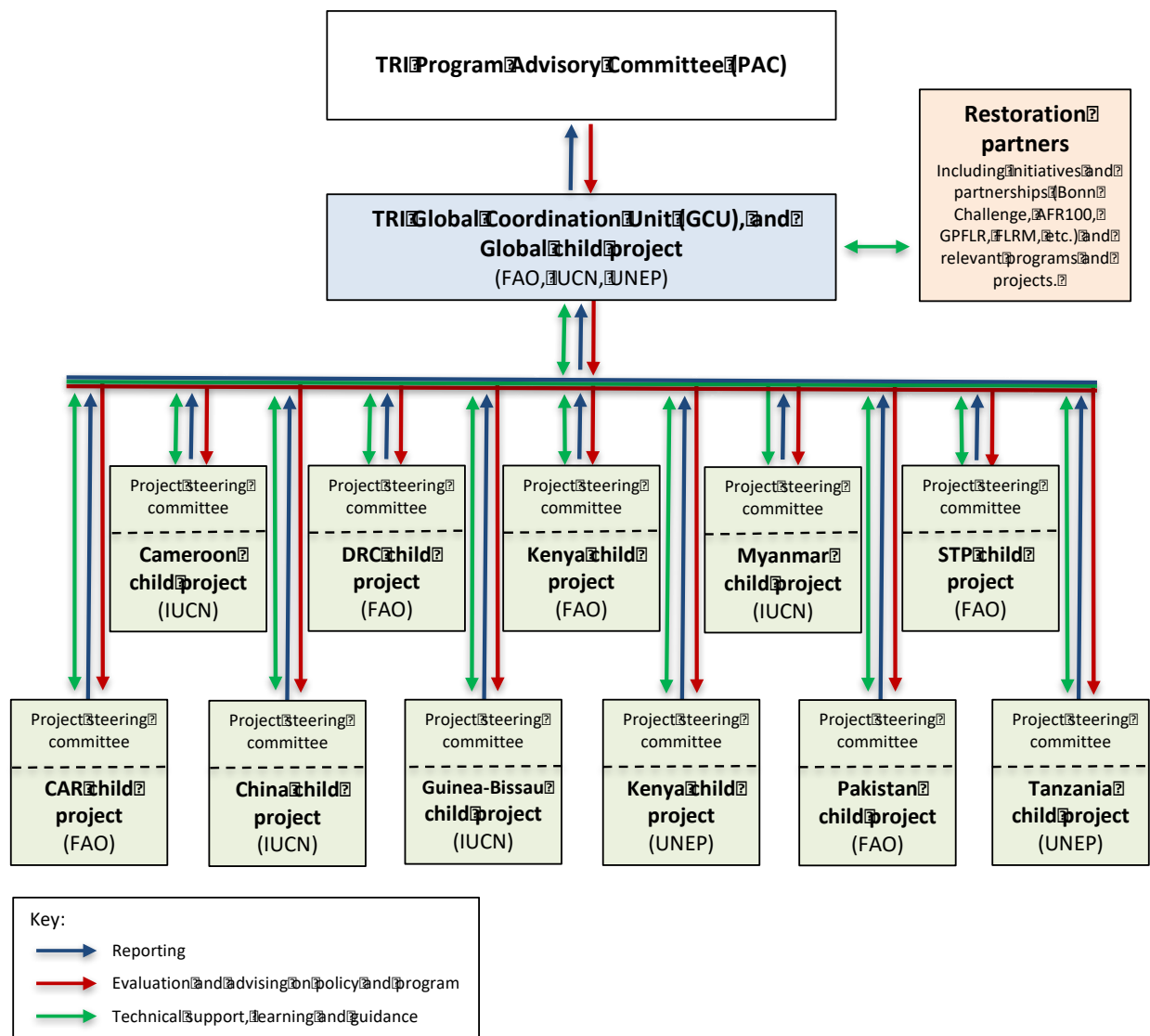
155. The TRI Program has been developed through a partnership of ten Asian and African countries and three GEF Agencies – IUCN (the Lead GEF Agency for TRI), FAO, and UN Environment. The program will be implemented through 12 child projects: 11 national-level child projects (including 2 child projects in Kenya), and one Global Learning, Finance, and Partnerships project (the present project), also referred to as the Global child project. National child projects are implemented by their respective Agency partners, and the Global child project will be jointly implemented by all three partner Agencies.
156. Each of the eleven national TRI child projects will have its own institutional arrangements, including project-level Project Steering Committees (PSCs), which are described in the project documents prepared for each of the projects.
157. The TRI Program will be guided by a Program Advisory Committee (PAC) comprised of representatives from IUCN, FAO, UN Environment, the GEF, as well as representatives from some or all of the TRI countries (TBD), and relevant external partners. The advisory role of the PAC for the Program will be primarily upon Program-level opportunities for adaptive management and enhanced learning and engagement, and on similar opportunities involving groups of child projects. The role of the PAC will not be to supplant the role of individual Project-level steering committees.
158. Specific functions of the PAC shall include:
 - Provide overall strategic policy and direction to the Program and projects;
 - Review progress of previously agreed Program work plans;
 - Define key milestones and points for review;
 - Discuss process forward, and any proposed changes to plans and main activities;
 - Review group reports and communications to the GEF on Program-level activities; and

- Private input as needed and appropriate to Program-level workshops and events.
159. The PAC will meet at least once per year in person – linked to the Annual TRI Knowledge and Learning workshops. In addition, the PAC will meet virtually at least one additional time each year as necessary. All decisions of the PAC will be made on the basis of consensus, and will conform to the regulations governing the three Partner Agencies and those of the GEF.
160. The Global child project will be jointly implemented and executed by the three TRI partner agencies. Given its role in coordinating and supporting the TRI program, the Global Child's institutional structure has a dual role, serving both Program-level and Project-level functions. To facilitate this, a TRI Global Coordination Support Unit (GCU), to be located within and supported by the Global child project, will be established under Component 1 of the Project
161. *Program-level* duties and functions of the GCU shall include:
- Ensure the efficient and effective implementation and coordination of the TRI Program;
 - Lead the focus on optimizing integration and capture of synergies among child projects and support the timely implementation of all child projects;
 - Develop and implement a TRI Monitoring and Evaluation (M&E) System for the TRI Program with effective linkages to all 12 child projects, based on the TRI Theory of Change, the results matrices in the project documents of all 12 TRI child projects, the TRI M&E Framework (to be developed under Output 1.2.1), as well as additional monitoring elements that may be required to achieve value for money assessments and other desired assessments, to ensure the systematic monitoring of the implementation of the TRI Program;
 - Develop and implement a TRI Global Communications and Outreach Strategy supporting achievement of TRI communications objectives (see Output 1.1.4);
 - Develop and implement a TRI Partnership Strategy supporting effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that help foster achievement of TRI objectives, both at the Program- and child project-levels, and participation in appropriate external fora on behalf of the TRI Program (see Output 1.1.5);
 - Organize and participate in monthly working group meetings with TRI child project managers;
 - Organize and participate in biannual meetings of the Program Advisory Committee;
 - Provision of secretarial services to the Program Advisory Committee;
 - Preparation of biannual Program Progress Reports for the Program Advisory Committee;
 - Coordinate adequate response to all specific issues and concerns raised by the Program Advisory Committee;
 - Continuous liaising with stakeholders through arrangements and carrying out of meetings when required.
162. *Project-level* duties and functions of the GCU shall include:
- Prepare draft Annual Work Plans and Budgets for the IUCN-led portion of the Global Child Project, with contributions from the members of the Global Child Project Steering Committee;
 - Ensure efficient execution of the IUCN-led Global Child Project component work, including coordinating and reviewing work of IUCN-led executing partners;
 - Establish and implement a Project-level M&E system based on the results matrix in the project document and the TRI M&E Framework (to be developed under Output 1.2.1);

- Prepare biannual Project Performance Reports (PPRs) for the Global Child Project Steering Committee;
- Prepare draft annual Project Implementation Reviews (PIRs) for review by the Project Steering Committee and subsequent submission of finalized PIRs to the GEF;
- Update Project tracking tools regularly;
- Provide any information requested by the Project's midterm review team and terminal evaluators;
- Serve as secretariat to the Project Steering Committee.

163. The TRI Program's institutional structure is shown below in Figure 1:

Figure 1. TRI Program institutional structure.



Implementation and Execution arrangements

164. IUCN is the Lead GEF Agency for the TRI Program. As the Lead Agency for the TRI Program, in accordance with GEF policy⁶⁰, IUCN, in collaboration with the GEF Co-Implementing Agencies FAO and UN Environment, will:
- Provide overall oversight and coordination for the TRI Program, ensuring coherence among all child project interventions, activities and key stakeholders;
 - Engage and share information with internal and external partners in relevant regional and/or global fora as a means towards advancing overall Program goals;
 - Monitor overall progress of the TRI Program and report to the GEF Secretariat and GEF Independent Evaluation Office annually on the status of the entire Program through annual TRI Program Progress Reports (see below, Section 5.5);
 - Monitor progress of the Global Child Project and report to the GEF Secretariat and GEF Independent Evaluation Office through annual Project Implementation Reports (PIRs); and
 - Coordinate an independent midterm Project and terminal Project evaluation.
165. The Global Child project will be jointly implemented and executed by FAO, IUCN, and UN Environment. Individual project components will be led by the different agencies, with IUCN responsible for leading Components 1 and 4, FAO responsible for leading Component 2, and UN Environment responsible for leading Component 3. Each partner agency will manage and disburse a portion of the GEF Project grant, as defined in the Project budget (see Annex 3 of the Global Child Project Document).
166. Implementation responsibilities shared among the three partner Agencies shall include:
- Managing and disbursing GEF funds for their respective Global child project component(s) in accordance with the rules and procedures of the GEF and the respective Agency;
 - Entering into execution agreements, letters of agreement and/or UN to UN Agreements, with any external entities for provision of services to the Program and Project;
 - Overseeing Project implementation in accordance with the Project document and Annual Work Plans and Budgets, agreements with co-financiers and each TRI partner agency rules and procedures;
 - Providing technical guidance to ensure that the appropriate technical quality is applied to all Project activities;
 - Provide financial reports to the GEF Trustee for all Project funds under each respective Agency's control.
167. More specifically, UN Environment, in implementing and executing Component 3 of the Global Child project, shall:
- Provide oversight to ensure that GEF policies and criteria are adhered to and that the Project meets its objectives and achieves expected outcomes in an efficient and effective manner. Supervision of Component 3 of the Global Child project is entrusted to the UN Environment/GEF Task Manager and Fund Management Officer. Project supervision missions by the Task Manager and/or Fund Management Officer will be stipulated in the project supervision plan to be developed during project appraisal phase.
 - Enter into an Execution Agreement with the lead executing agency for the provision of services to the project;
 - Have a representative on the Project Steering Committee (PSC);

⁶⁰ GEF (2017). Guidelines on the Project and Program Cycle Policy; page 46. GEF/C.52/Inf.06. And GEF (2016). *GEF Project and Program Cycle Policy*; pages 8 & 16. GEF/C.50/08/Rev.01.
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- Inform the GEF Secretariat whenever there is a potentially substantive co-financing change (i.e. one affecting the project objectives, the underlying concept, scale, scope, strategic priority, conformity with GEF criteria, likelihood of project success, or outcome of the project);
 - Be responsible in working with the GCU to monitor and report on the progress of work under Component 3 and develop and submit annual Project Implementation Review (PIR) reports to the GEF Secretariat and GEF Independent Evaluation Office (see Annual PIRs under Section 5.5 below);
 - Review and clear manuscripts prepared by the Executing Agency before publication, and review and agree any publishing contracts;
 - As deemed appropriate, facilitate access to information, advisory services, technical and professional support available to UN Environment and assist the Executing Agency to access the advisory services of other United Nations Organizations, whenever necessary;
 - Manage and disburse funds from GEF in accordance with the rules and procedures of UN Environment.
168. UN Environment Finance Initiative will be the executing agency for Component 3 of the Project. UN Environment FI will execute, manage, and be responsible for Component 3 of the Project and its different activities on a day-to-day basis and will establish the necessary managerial and technical teams needed for execution Component 3.
169. The GEF Coordination Units of the three partner agencies will, in collaboration with their respective finance divisions and in coordination with each other, request transfer of Project funds from the GEF Trustee based on six-month projections of funds needed.
170. As discussed above, collaboration and coordination of TRI with other relevant FLR initiatives, projects and partners, including those financed by the GEF, will be a priority and focus of the Global Child Project. This will occur principally through design and implementation of a *TRI Partnership strategy* (Output 1.1.5) in conjunction with an *TRI Global Communications and Outreach strategy* (Output 1.1.4), leveraging the resources and networks of all three Implementing Agencies and partner networks. Partnership and coordination activities will include annual knowledge sharing and capacity-building workshops, and a *Restoration Finance Workshop* presented in year 3 under Component 3 of the Project.

Additional Information not well elaborated at PIF Stage:

A.7 *Benefits*. Describe the socioeconomic benefits to be delivered by the project at the national and local levels. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

171. The primary target audience of the majority of the Project's activities are the NCP teams themselves and their partners at national and local levels. The Project strives to create and disseminate resources and services that support and enhance the quality of the implementation of NCP project activities. NCP team representatives will attend trainings, be consulted in the development of knowledge products which it is envisaged that they will use in their work, and they will be systematically linked to the wider pool of FLR experts and themselves. At all times, the Project will maintain contact with these teams to ensure that their knowledge needs are known and that they receive either direct support, or linkage to support, to address these needs.

172. As secondary beneficiaries of the Project's outputs, in-country stakeholders at all levels will benefit greatly. As NCP teams adopt improved knowledge and products and in turn implement enhanced practices and methodologies, the higher quality of work and deliverables will support enhanced stakeholder participation and decision-making among local communities and landscape inhabitants as well as improved agricultural (small and larger scale farmers), business (small and medium scale enterprises (SMEs) and practices, from landscape (community, local government and business) to national levels (national government, policy and research bodies), and across value chains (business from local to national level).
173. Next to these groups, the project also benefits the global FLR community and the stakeholders within existing and upcoming FLR initiatives. The proactive dissemination of newly created knowledge products, including tools, success stories and best practices, serves the better design and implementation of FLR projects. As the Project seeks to address capacity needs from landscape to national levels, and across sectors, a wide array of stakeholder interests are addressed through the Project's outputs.
174. More generally, the socioeconomic benefits of TRI to participating TRI countries at both national and sub-national levels are significant and far-reaching. Forest and landscape restoration can trigger economic activity to benefit local communities, and ensure for a future generation the forest goods and services they will need to ensure their social and economic stability and growth. IUCN estimated economic benefits worth USD 85 billion/year from restoration of 150 million hectares per the Bonn Challenge, as well as social benefits (poverty reduction, improved livelihoods and food security and nutrition, empowerment of communities and women, etc.) and ecological benefits (including improved water quality, reduced soil erosion and flooding associated with extreme weather events, etc.), while attracting private sector and other investment
175. At the global level, restoration and maintenance of critical landscapes – both in TRI countries and through the Program's contribution to broadening and strengthening support for restoration worldwide – is important to the achievement of global environmental benefits, including biodiversity and climate change mitigation and adaptation. First, restoration increases the amount of productive land available for agriculture and forest uses, thus serving to reduce pressure to convert natural ecosystems and primary forests that provide critical habitat for globally significant biodiversity. This is particularly true in the forests of Africa and Asia where the Program will be implemented. Second, with the LULUCH and agricultural sectors representing major emission sources, the Program's support for integration of carbon considerations into forest management, identification and monitoring of carbon stock in forest and agricultural landscapes, initiation of restoration transitions, and reduced pressure to convert primary forests will support achievement of GEF objectives in addressing climate change.

A.8 Knowledge Management. Elaborate on the knowledge management approach for the project, including, if any, plans for the project to learn from other relevant projects and initiatives (e.g. participate in trainings, conferences, stakeholder exchanges, virtual networks, project twinning) and plans for the project to assess and document in a user-friendly form (e.g. lessons learned briefs, engaging websites, guidebooks based on experience) and share these experiences and expertise (e.g. participate in community of practices, organize seminars, trainings and conferences) with relevant stakeholders.

176. Effective knowledge management is a central focus of the Global Child project and is supported through a number of Project design features, including:

- Providing a permanent home for knowledge products - Most, if not all, of the knowledge products, policy briefs, case studies, and tools developed and/or enhanced over the course of TRI should remain of value and usable long after the Project and Program finish. To ensure these products have a permanent home, they will be housed on FAO's FLRM Knowledge Base Portal (KBP). This website is permanent and as such guarantees that the project's outputs will remain accessible to potential users.
- Under Component 1 of the Project, a *TRI Global Communications and Outreach Strategy* will be developed and implemented by the GCU, with substantive inputs and participation from TRI country project teams and Agency partners, to share information and messaging on TRI among internal and external partners across and beyond the TRI geographies. The strategy will codify objectives and approaches in communicating about the TRI program with internal and external audiences. The strategy will be shared with all national child project management teams as a framework for developing country-level communications and outreach plans, so that global and national communications are coordinated and consistent, and achieve their objectives.
- The Project will develop a "TRI Communications Toolbox" to accompany the TRI Communications and Outreach Strategy, in collaboration with TRI national child projects. The Communications toolbox will include templates and flyers and other communication tools, regularly updated by the Global Child GCU, to help facilitate consistent and coordinated communication on TRI by all national child project.
- To disseminate knowledge and information on TRI, the Project will make full use of the online communities of practice and the FAO Knowledge Portal established and supported under Component 2 of the Project; the dedicated TRI Program web portal set up under Component 1; along with other means including social media and the web sites of all three TRI implementing Agencies.
- For those TRI countries that have made or will make Bonn Challenge pledges, country-wide progress on restoration will be publically reported on through the IUCN-led project, *the Bonn Challenge Barometer of Progress*.

B. DESCRIPTION OF THE CONSISTENCY OF THE PROJECT WITH:

B.1 *Consistency with National Priorities.* Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions such as NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.:

Note – the following information is taken from the TRI Programme Framework Document (PFD)

177. TRI objectives are consistent with strategies and policies of TRI countries addressing forest and landscape restoration. Table 4 below provides brief summaries of relevant policy and strategy frameworks in TRI countries demonstrating alignment with TRI Program objectives, and key associated dates.

Table 4. Relevant policy frameworks in TRI countries demonstrating alignment of national strategies and plans with TRI objectives.

Country	Relevant policy framework	Key dates
Cameroon	Cameroon's 1 st National Communication identifies reforestation of degraded lands as an important mitigation response action for the energy sector that helps to both sequester carbon and relieve pressure off of standing forests. Cameroon's Vision 2035 points to a development challenge involving	1 st NC 2005; Vision 2035, published 2009; NBSAP 2012

Country	Relevant policy framework	Key dates
	<p>environmental protection and has actions in phase one (2010-19): Drafting and starting implementation of major policy for environmental protection and fight climate change</p> <p>and two in phase two (2020-27): Protecting and ensuring sustainable management of forest ecosystems Fighting desert encroachment</p> <p>The NBSAP (2012) biodiversity target 9 states that by 2020 degraded ecosystems should be rehabilitated and target 11 includes restoration of degraded protected areas.</p>	
Central African Republic	The 2 nd National Communication (2013) lists adaptation options in the forest sector and biodiversity including the restoration of degraded ecosystems. Furthermore, the 2008 Forest Code puts emphasis on overall good forest governance, and further strengthens the National Environmental Action Plan (PNAE 1999) that helps implement the participation of local communities in forest conservation and community reforestation.	2 nd NC 2013 Forest Code 2008; PNAE 1999
China	<p>China's SNCCC (2012) (Second National Communication on Climate Change of The PRC) sets a goal to increase forest area by 40,000,000 ha by 2020 relative to 2005 levels.</p> <p>China's UNCCD (2006) (China National Report on the Implementation of the UNCCD) National Action Programme (NAP) contains an intermediate objective (2011-2020) to create 1.7 Mha forest shelterbelt, and 11,000,000 ha sandy land enclosed for forest and grassland regeneration (ANR). The Long-term objective (by 2050) of the program includes: 34,000,000 ha forest and grassland established, 1,800,000 ha forest shelterbelt system established, and 19,000,000 ha sand land enclosed for ANR (forest and grassland).</p>	SNCCC published 2012 and 40 Mha goal for 2020; UNCCD NAP published 2006 with goals for 2020 and 2050
DRC	<p>DRC's 2nd National Communication (2009) has restoration supporting activities that fall under the sector: Agriculture, Land Use Change, Forests. The activities include: Agroforestry promotion in savannah areas Reforestation in Low-River area Firewood plantation in Kinshasa, Lubumbashi, Mbuji-Mayi</p> <p>The DRC's plans in its 2nd National Communication are further supported by efforts under the FCPF in its 2014 ER-PIN where activities are planned in the Mai Ndombe region. These activities to take place on customary lands include support for agroforestry, PES, reforestation, and savanna protection, awareness and enhancement.</p>	2 nd NC 2009; ER-PIN submission: 2014
Guinea Bissau	Guinea Bissau's 2nd National Communications (2011) has forestry mitigation options that include restoration of damaged forests and reforestation of degraded areas. The Master Forestry Plan and Forest Law further elaborates the actions necessary for forestry adaptation measures.	2 nd NC 2011
Kenya	In Kenya's 1 st National Communication (2002), identified mitigation options include promotion of conversion of marginal agricultural land to grassland, forest or wetland to increase carbon sequestration and decrease land degradation, and reforestation of degraded lands. Kenya's National Climate Change Response Strategy (2010) forestry mitigation actions include rehabilitation and restoration of all degraded forests and riverine vegetation with afforestation/reforestation over 4.1 Mha. These efforts are also part of the greater goal to increase forest cover to 10% by 2030 as part of Kenya's Vision 2030.	1 st NC 2002; National Climate Change Response Strategy 2010
Myanmar	The Myanmar 5 th National Report under CBD highlights that the Myanmar Forest Policy targets expansion of forest cover from 25% (2013) to 30% by 2030. Also, the NBSAP for 2011-2030 includes reforestation activities to restore forest cover in critical watersheds. Myanmar's 1st National	NBSAP 2011; 1 st NC 2012

Country	Relevant policy framework	Key dates
	Communication has forestry mitigation options that include rehabilitation of degraded lands through afforestation and reforestation and promoting participation in forestry mitigation through community forestry.	
Pakistan	Pakistan's 1 st National Communication identifies restoration of degraded rangeland areas as a key adaptive response for Pakistan's livestock sector, and identifies agroforestry as among the highest value/least costly investments for the forestry sector. The NCCP (National Climate Change Policy) (2012) Adaptation section includes forestry policy measures that are supportive of restoration. These measures include forest management through A/R programs with plantations and restoring degraded mangrove forests in the deltaic region. Other relevant measures include arresting soil erosion through afforestation on barren/degraded lands and uphill watershed areas, and reducing forest fires by encouraging afforestation with indigenous species and only useful/tested non-native species. The Mitigation section includes policy measures in carbon sequestration and forestry that include setting annual A/R targets to increase national forest cover, and promoting farm forestry practices.	1 st NC 2003; NCCP 2012
Sao Tome and Principe	In the 2 nd National Communication (2012), Sao Tome and Principe have proposed measures for adaptation for forests. These include the development of a national program for reforestation, SFM, and agroforestry, and creating a National Development Plan for Forestry.	2 nd NC 2012
Tanzania	Tanzania's 1 st National Communication (2003) includes reforestation as a proposed forestry mitigation option. The National Forest Policy of 2002 is meant to enhance sustainable forest management by aiding community based forest management which is regarded as the most appropriate way to achieve forest landscape restoration in Tanzania.	1 st NC 2003

C. DESCRIBE THE BUDGETED M & E PLAN:

178. Project monitoring and evaluation will be conducted in accordance with established IUCN and GEF procedures by the Project team and the IUCN-GEF Coordination Unit. The Project's M&E plan will be presented and finalized at the project inception workshop, including a review of indicators, means of verification, and the full definition of Project staff M&E responsibilities.

M&E Roles and Responsibilities

179. The Project's Global Coordination Unit (GCU) will be responsible for initiating and organizing key monitoring and evaluation tasks. This include the Project Inception workshop and report, biannual progress reporting, annual progress and implementation reporting, and support for and cooperation with the independent external evaluation exercises.
180. The Global Child Project Steering Committee (PSC) will play a key oversight role for the Project, with semi-annual meetings to receive updates on Project implementation progress and approve annual workplans. The PSC also provides continuous ad-hoc oversight and feedback on Project activities, responding to inquiries or requests for approval from the GCU and Project Executing Agencies.

181. The IUCN-GEF Coordination Unit will play an overall assurance, backstopping, and oversight role with respect to monitoring and evaluation activities.

Monitoring and Evaluation Components and Activities

182. The Project M&E Plan includes the following components:

- a) **Inception workshop** – After approval of the Project document and signature of the execution agreement by all three TRI Partner agencies, an inception workshop will be held, attended by members of the PAC, the GCU and other project partners. An overarching objective of the inception workshop is to assist the Project team in understanding and taking ownership of the Project's objectives and outcomes. The inception workshop will be used to detail the roles, support services and complementary responsibilities of the IUCN-GEF Coordination Unit and the Executing Agencies.
- b) **Inception workshop report** – The GCU will prepare a draft *Project Inception Workshop report*. Key information from this report will be discussed during the Project Inception Workshop and the report subsequently finalized. The report will include a narrative on the institutional roles and responsibilities and coordinating action of Project partners, progress to date on Project establishment and start-up activities, and an update of any changed external conditions that may affect Project implementation. It will include a detailed first year Annual Work Plan and Budget and a *Project Results Monitoring Plan* (see below). The draft inception report will be circulated to the PSC for review and comments before its finalization, no later than one month after Project start up. The report will subsequently be cleared by the GEF coordination units of each respective agency and uploaded on the GEF PMIS.
- c) **Project Results Monitoring Plan** – A *Project Results Monitoring Plan* (to be developed), including objective, outcome and output indicators, metrics to be collected for each indicator, methodology for data collection and analysis, baseline information, location of data gathering, frequency of data collection, responsible parties, and indicative resources needed to complete the plan, will be developed and included in the *Project Inception Workshop report*.
- d) **GEF Focal Area Tracking Tools** – The relevant GEF Focal Area Tracking Tools, found in the TRI Harmonized Tracking Tool, will be completed and submitted to the GEF prior to Project start-up (at the time of submission of GEF CEO Endorsement Request), and at the time of the terminal evaluation, for review and clearance and uploaded to the GEF PMIS.
- e) **Program Advisory Committee Meetings** – PAC meetings will be held semi-annually. Along with Program-related functions (see Section 5.1, Institutional Arrangements), the PAC shall discuss implementation issues and identify solutions, and increase coordination and communication between key Project and Program partners. The meetings held by the PAC will be monitored by the GCU and results adequately reported.
- f) **IUCN-GEF Coordination Unit Supervision Missions** – The IUCN-GEF Coordination Unit, in consultation with the GEF Unit Offices of FAO UN Environment, will conduct annual reviews, to include meetings (virtual or in person) to the Project based on the agreed schedule in the Project's Inception Report/Annual Work Plans to assess Project Progress. Oversight visits will most likely be conducted to coincide with the timing of PAC meetings.

An IUCN-GEF Coordination Unit oversight report will be prepared by the IUCN-GEF Coordination Unit, in consultation with FAO and UN Environment staff participating in the oversight mission, and will be circulated to the Project team and PAC members within one month of the visit.

- g) **Annual Work Plans and Budgets** – The GCU, in consultation and with contributions from with the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project, will prepare and submit to the Project Steering Committee for approval, Annual Work Plans and Budgets, divided into monthly timeframes, detailing the activities, associated budget, and progress indicators and milestones that will guide implementation during the Project year. The Annual Work Plan and Budget will be linked to the Project’s results framework indicators to clearly indicate how the Project’s work is contributing to the achievement of project objectives. As noted above, the first Annual Work Plan and Budget will be presented at the Project Inception workshop.
- h) **Co-financing Reports** – The GCU will be responsible for collecting the required information and reporting on co-financing as indicated in the Project Document and CEO Endorsement Request. The Co-financing Report, which covers the period July 1st through June 30th, is to be submitted on or before July 31st and will be incorporated into the annual PIR.
- i) **Biannual TRI Program Progress Reports** – Biannual *Program Progress Reports* will be prepared by the GCU based on collated information from child project PIRs. The purpose of the *Program Progress Reports* is to provide an overall assessment of the progress of the TRI program, identify any constraints problems, or bottlenecks that impede timely implementation and facilitate adaptive management of the Program in a timely manner. The Reports will highlight program-level activities and achievements that go beyond those of the individual Child projects, as presented in PIRs. The Program Progress Reports will also seek to identify further opportunities for generation of synergies among child projects and relevant external programs, projects and initiatives. *Program Progress Reports* will be submitted to the PAC in advance of the yearly in-person and virtual meetings of the PAC. A single *Program Progress Report*, covering a full-year of Program implementation, will be submitted to the GEF Secretariat and GEF Independent Evaluation Office.
- j) **Biannual Project Progress Reports (PPRs)** - Biannual PPRs will be prepared by the GCU based on the systematic monitoring of output and outcome indicators identified in the Project’s Results Framework. The purpose of the PPR is to identify constraints, problems, or bottlenecks that impede timely implementation and to facilitate adaptive management in a timely manner. PPRs will also report on project risks and implementation of the risk mitigation plan. PPRs will be submitted to the PAC for review and clearance and uploaded to the GEF PMIS.
- k) **Annual Project implementation Reviews (PIRs)** – Annual PIRs will be prepared by the GCU, in consultation with the FAO Lead Technical Officer and the UN Environment Task Manager for this Project, covering the period July 1st through June 30th. The PIRs will summarize the annual Project results and progress. The process for development of PIRs is as follows:
 - i. Early July, the GCU submits the draft PIR to the IUCN GEF Coordination Unit for initial review.

- ii. Mid-July, the IUCN GEF Coordination Unit reviews the PIR and discusses with the GCU as needed;
 - iii. Early/mid-August, the IUCN GEF Coordination Unit finalizes the summary tables that are part of the PIR and sends these to the GEF Secretariat by a date that is communicated each year by the GEF Secretariat;
 - iv. September/October, PIRs with comments from the GEF Sec are reviewed by the IUCN GEF Coordination unit and discussed with the GCU for final review and clearance;
 - v. Mid-November (date to be confirmed by the GEF), the IUCN GEF Coordination Unit submits the final PIR report to the GEF Secretariat and the GEF Independent Evaluation Office.
- l) **Independent Mid-Term Project Evaluation** – The GCU, in consultation with the IUCN GEF Coordination Unit, FAO Lead Technical Officer and UN Environment Task Manager, shall coordinate an independent midterm review of the Project. This midterm review will be undertaken at Project midterm to review progress and effectiveness in achieving expected project objectives, outcomes and outputs. Because of the close linkage of Project objectives to the overall success of the TRI Program, the Midterm Project review will also cover overall progress and effectiveness of the TRI Program in terms of achieving Program objectives, outcomes and key outputs. Findings and recommendations of this review will guide any improvements in the overall Project design and execution strategy for the remaining period of the Project's terms, as well as provide recommendations for improvements to the TRI Program. The evaluation will:
- i. Review the effectiveness, efficiency and timeliness of Project and overall Program implementation;
 - ii. Analyze the effectiveness of partnership arrangements;
 - iii. Identify any issues requiring decisions and remedial actions;
 - iv. Propose any mid-course corrections and/or adjustments to the Project implementation strategy, as well as the overall TRI Program strategy and approach as necessary; and
 - v. Highlight technical achievements and lessons learned derived from Project design, implementation, and management.
- m) **Final Project Report** – Within two months before the end date of the Project and one month before the Terminal Evaluation, the GCU will submit to the PAC a draft Final Project Report. The main purpose of the Final Project Report is to give guidance on the policy decisions required for follow-up of the Project, and to provide the donor with information on how the funds were utilized. The report is accordingly a concise account of the main products, results, conclusions and recommendations of the project. The target readership consists of persons who are not necessarily technical specialist but who need to understand the policy implications of technical findings with a view to insuring sustainability of Project results.
- n) **Independent Terminal Evaluation** – An independent Terminal Evaluation will take place within six months after project completion and will be undertaken in accordance with IUCN and GEF guidance. IUCN will coordinate with the Evaluation Offices of UN Environment and FAO the evaluation process. A review of the quality of the evaluation report will be undertaken by UN Environment and FAO and submitted along with the report to the GEF Evaluation Office no later than 6 months after completion of the evaluation. The terminal evaluation will focus on the delivery of the Project's results as

initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The GCU in collaboration with the PAC will provide a formal management answer to the findings and recommendations of the terminal evaluation.

183. The Terms of Reference for the Mid-term and Terminal Evaluations will be drafted by the IUCN-GEF Unit in accordance with GEF requirements. Funding for the evaluations will come from the Project budget, as indicated at Project approval.

184. A summary of the Project's M&E activities at the Project level is presented below in Table 5.

Table 5. Project M&E Activities Summary


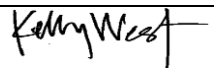
Type of M&E Activity	Reporting Frequency	Responsible Parties	Indicative Budget from GEF (USD)
Inception workshop and Report	Workshop held within three months of project start-up; Workshop Report no later than one month after workshop.	GCU, with review by PAC and GEF Units of all three Partner Agencies.	None. Workshop will be virtual to reduce costs, with costs covered by in-kind contributions.
Design and set-up of Project M&E system, in accordance with the Project Results Monitoring Plan, including training of staff and equipment/software.	As early as possible after Project startup.	GCU, in consultation and with contributions from FAO and UN Environment	\$25,500 USD (includes year 1 TRI Global M&E Lead costs and 1 month of TRI Program Coordinator)
GEF Focal Area Tracking Tools	(i) at submission of the Request for CEO Endorsement/Approval; and (ii) at Project completion.	IUCN	Covered by GEF Agency Fee
Program Advisory Committee Meetings	Semi-annual	GCU responsible for organizing, supporting, and documenting meetings; TRI Agency Partners responsible for participation	Costs of PAC members who are part of the PSC are covered by GEF Agency fee and in-kind co-financing; For non-PSC PAC members, \$55,000 USD in total (\$11,000 USD per year*5) is budgeted to cover airfare and DSA costs of 4 PAC members to attend the Annual Workshops where PAC meeting will be held. Other meetings of the PAC will be virtual. All PAC time is pro bono or covered by in-kind contributions in the case where PAC members are Implementing Agency staff.
IUCN-GEF Coordination Unit Supervision	Annual or as required	The IUCN-GEF Coordination Unit, in	Covered by GEF Agency Fee


Type of M&E Activity	Reporting Frequency	Responsible Parties	Indicative Budget from GEF (USD)
Missions		consultation with the GEF Unit Offices of FAO UN Environment	
Annual Work Plans and Budgets	Annually for year ending June 30th	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	\$14,500 USD (approximately 1 week of TRI Program Coordinator's time per year * 5)
Co-financing Reports	Annually	Executing agencies	In-kind co-financing
Program Progress Reports	Biannual	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	\$5,000 USD (approximately 2 days of TRI Program Coordinator time per year *5), plus in-kind contributions from FAO and UN Environment
Biannual Project Progress Reports	Semi-annual	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	Covered by GEF Agency fee
Annual Project Implementation Report (PIR)	Annually for year ending June 30 th	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	Covered by GEF Agency fee
Mid-term Project Evaluation	Once, at Project mid-term	IUCN GEF Unit, in consultation with the GEF Unit Offices of FAO UN Environment	\$45,000 USD (note, estimate includes realized cost savings from pooled approach to TRI child project evaluations)
Final Project Report	Once, to be completed 2 months before operational closure of the Project	GCU, in consultation and with contributions from the FAO Lead Technical Officer and the UN Environment Task manager responsible for this Project	Covered by GEF Agency fee
Terminal Evaluation	Evaluation field mission within three months prior to Project completion	IUCN GEF Unit, in consultation with the GEF Unit Offices of FAO UN Environment	\$35,000 USD (note, estimate includes realized cost savings from pooled approach to TRI child project evaluations)
TOTAL cost			\$180,000 USD

PART III: CERTIFICATION BY GEF PARTNER AGENCY(IES)

A. GEF Agency(ies) certification

This request has been prepared in accordance with GEF policies⁶¹ and procedures and meets the GEF criteria for CEO endorsement under GEF-6.

Agency Coordinator, Agency Name	Signature	Date (MM/dd/yyyy)	Project Contact Person	Telephone	Email Address
Jean-Yves Piriot		December 21, 2017	Joshua Schneck		Joshua.schneck@iucn.org
Kelly West Senior Programme Manager & Global Environment Facility Coordinator Corporate Services Division UN Environment		December 20, 2017	Marieta Sakalian, Senior Programme Management Officer Biodiversity Ecosystems Division UN Environment	Tel: +39 06 5705 5969	Marieta.Sakalian@unep.org

Agency Coordinator, Agency Name	Signature	Date (MM/dd/yyyy)	Project Contact Person	Telephone	Email Address
Alexander Jones Director Climate and Environment Division FAO Rome		15 December 2017			
Jeffrey Griffin Senior Coordinator GEF Unit FAO Rome					

⁶¹ GEF policies encompass all managed trust funds, namely: GEFTF, LDCF, SCCF and CBIT
GEF6 CEO Endorsement /Approval Template-August2016

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

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

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
	with TRI best practices.		- Maintenance of active engagement with at least 2 key partners, such as regional FLR initiatives, investors, NGOs, platforms, fora and other organizations.	<ul style="list-style-type: none"> - Maintenance of active engagement with at least 4 key partners, such as regional FLR initiatives, investors, NGOs, platforms, for a and other organizations. - At least 2 new project/program proposals by GEF agencies, other partners and governments are informed by/aligned with TRI approaches and practices and include strong collaboration between different GEF agencies and other partners. 				
Output 1.1.1: TRI Coordination Unit (GCU) established, operational and providing overall coordination and support services to facilitate achievement of TRI program outcomes	Coordination Unit established and providing effective support	GCU being established	GCU functioning and providing effective overall coordination support	GCU functioning and providing effective overall coordination support	Coordination Unit TORs; Meeting minute; Annual internal reviews; Independent midterm review and Terminal evaluation.	Semi-annual	IUCN	TRI national child projects see value in coordination of efforts and capture of synergies, participate in regular meetings, and are responsive to recommendations and services to be provided from GCU
Output 1.1.2: Program Advisory Committee (PAC) established and guiding	Program Advisory Committee (PAC) established and providing effective	PAC being established	PAC functioning and providing effective guidance	PAC functioning and providing effective guidance	PAC TORs; Meeting minutes; Annual internal reviews;	Semi-annual	IUCN	PAC can come to agreement if required on how best to deal with

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
overall progress of TRI	guidance				Independent midterm review and Terminal evaluation.			issues requiring adaptive management, with many adaptive management practices being managed within national child projects
Output 1.1.3: Project Steering Committee (PSC) established and providing oversight of Global Child project	Project Steering Committee (PSC) established and providing effective guidance	PSC being established	PSC functioning and providing effective guidance	PSC functioning and providing effective guidance	PSC TORs; Meeting minutes; Annual internal reviews; Independent midterm review and Terminal evaluation.	Semi-annual	IUCN	TRI Implementing Agencies are committed to work together and provide concerted support to all TRI national child projects
Output 1.1.4: Development and implementation of a TRI Global Communications and Outreach strategy	Global Communications and Outreach strategy developed and operational	Global Communications and Outreach strategy under development	Global Communications and Outreach strategy developed and being implemented with demonstrated progress against Strategy objectives	Global Communications and Outreach strategy developed, implemented with demonstrated achievement of Strategy objectives	Strategy document, number and type of communications products and engagement processes delivered according to Strategy	Semi-annual	IUCN	TRI national child projects see value in coordinated communications and outreach on TRI, and provide inputs into development and implementation of Communications and Outreach strategy
Output 1.1.5: Development and implementation of TRI Partnership strategy for effective external engagement	Partnership strategy developed and operational	Partnership strategy under development	Partnership strategy developed and being implemented with demonstrated progress against Strategy objectives	Partnership strategy developed, implemented with demonstrated achievement of Strategy objectives	Partnership strategy document, number and type of external engagements achieved according to strategy	Semi-annual	IUCN	Relevant external FLR programs, initiatives and stakeholders see value in partnering with TRI Program and TRI national child projects to advance shared FLR objectives

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
Output 1.1.6: Information system and TRI web portal for dissemination of information about the program functioning and regularly updated.	TRI web portal operational	Nil	TRI web portal developed and updated monthly with information from TRI experiences including via newsletters and outreach materials; dissemination through social media and audio-visual communication.	TRI web portal developed and updated monthly with information from TRI experiences including via newsletters and outreach materials; dissemination through social media and audio-visual communication.	TRI web portal content, web metrics, social media network analysis	Semi-annual	IUCN	TRI web portal is able to cut through the large number of relevant web portals on FLR, and provide value to TRI stakeholders sufficient to ensure its continued access and use
Outcome 1.2: Progress of TRI Program is systematically monitored, reported, and assessed	Monitoring tools in use and yielding useful progress tracking information	No data being collected	Appropriate data is being collected and course adjustments being made if necessary. Mid-term review completed.	Reports and evaluations published on schedule; Biannual review meetings monitor and guide Program performance.	Technical progress reports, MTR, final evaluation, value for money assessments	Semi-annual	IUCN	TRI national child project budget sufficient resources towards M&E and are receptive to using tools and support from Global Child on M&E
Output 1.2.1: TRI Program-level M&E system established and operational with effective linkages to all TRI national projects	Effective M&E system established and operational	M&E strategy and guidance note available	Enhanced M&E strategy based on MTR findings	Lessons learnt from M&E system developed and available	M&E strategy, M&E meeting minutes, MTR, final evaluation	Semi-annual	IUCN	TRI national child project budget sufficient resources towards M&E and are receptive to using tools and support from Global Child on M&E
Output 1.2.2: Timely biannual Project and Program Progress Reports available to PSC and PAC	Number of biannual Project and Program Progress reports	Nil	Biannual Project and Program Progress Reports available to PAC	Biannual Project and Program Progress Reports available to PAC	Biannual Project and Program Progress Reports, PAC meeting minutes	Semi-annual	IUCN	-
Output 1.2.3: Midterm Project/Program review and terminal evaluation carried out and reports available	MTR and final evaluation completed	Nil	Midterm Project/Program review carried out and reports	Terminal Project evaluation carried out and reports available	MTR and final evaluation reports	Mid-term and at end of project	IUCN	-

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
			available					
Output 1.2.4: Tracking of measurable progress on TRI country implementation of FLR commitments	Reporting of country progress on FLR through Bonn Challenge Barometer and other public reports and/or platforms	Little to no public reporting of country-wide progress on FLR by TRI countries	TRI countries that have made Bonn Challenge pledges report country-wide progress on BC Barometer and 2018 Progress report.	All TRI countries report progress on FLR via Bonn Challenge Barometer and 2020 Progress report and/or other means (for countries that haven't made BC pledge).	BC Barometer and Progress Reports; other public platforms and reports.	2018 and 2020	IUCN	TRI countries that have made, or will make, Bonn Challenge commitments are sufficiently motivated to provide information and/or participate in gathering relevant information on FLR progress
Component 2. Capture and Dissemination of Best Practices & Institutional Capacity Building								
Outcome 2.1: Improved actionable knowledge on FLR through enhanced tool packages	Number of enhanced packages tailored to NCP needs	Large available content on FLR implementation and monitoring, however, content is not yet suitable for adoption in-country	Up to 3 packages on selected topics developed	Up to 5 packages on selected topics developed	Tools packages	Annual	FAO	It is possible to develop packages are useful to most of the NCPs
Output 2.1.1: Existing tools and knowledge resources are repackaged and enhanced with case studies for use by project stakeholders	Number of Packages developed to be used in-country	Large number of available content on FLR implementation and monitoring on the ground, however, this content is not yet suitable for adoption in-country	Packages of FLR tools on up to 3 priority topics are developed to be used in-country	Packages of FLR tools on up to 5 priority topics are developed to be used in-country	Tools packages	Annual	FAO	-
Outcome 2.2: Improved dissemination of knowledge on FLR to project stakeholders and beyond through face-to-face meetings	Number of NCPs stakeholders benefiting from face to face learning linked to TRI	No face to face learning opportunities linked to TRI	Over 500 NCPs stakeholders benefit from face to face learning linked to TRI	Over 1000 NCPs stakeholders benefit from face to face learning linked to TRI	Registration to face to face events (desegregated by gender)	Annual	FAO	NCPs stakeholders are interested in participating to face to face meetings
Output 2.2.1: Global knowledge sharing and capacity development	Number of TRI Global KS meetings organized and	Nil	3 TRI Global KS meetings organized and attended by	5 TRI Global KS meetings organized and attended by	Minutes of the KS meetings	Annual	IUCN, years 1 and 5; FAO years 2 and 4; UN Environment	Partners are able to attend the Global

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
workshops organized and attended by representatives from national child project teams	attended by representatives from national child project teams		representatives from national child project teams	representatives from national child project teams			year 3.	meetings
Output 2.2.2: Workshops and trainings on priority FLR topics at global and regional levels (two regional events on key FLR issues of interest for several countries) are organized	Number of regional workshops/trainings on priority FLR topics at global and regional levels organized	Nil	1 regional workshop/training on priority FLR topics at global and regional levels are organized	2 regional workshops/trainings on priority FLR topics at global and regional levels are organized	Minutes of the regional workshops	Twice in the project between Y2 and Y4	FAO	NCPs agree on key focus topics
Output 2.2.3: National FLR trainings enhanced through expert support in the development and delivery of trainings	Number of national trainings enhanced through expert support (ie training package enhancement, support to training delivery, etc.)	NCPs are planning to organize workshops but some need support from the GCP to bring them to international standards	6 national trainings enhanced/supported	11 national trainings enhanced/supported	Training material & reports from the experts	Annually	FAO	Experts needed are available to support the countries
Output 2.2.4: Focused Regional South-South exchange visits on selected FLR topics are supported by the GCP (support to the organization and the documentation of the exchange)	Number of successful and well documented South-South exchange events	Often South-South exchanges aren't as effective as they could be due to a lack of preparation. The experience gained though these exchanges do not benefit others as they aren't sufficiently documented	At least 4 South-South exchange are successful and well documented	At least 8 South-South exchanges are successful and well documented	South-South exchange reports and documents	Annually	FAO	Countries want to contribute and participate in South-South exchanges
Outcome 2.3: Improved dissemination of knowledge on FLR to project stakeholders and beyond through online learning journeys	Number of people benefitting from knowledge shared online	No online community specific to FLR currently exist	3,900 people benefitting from knowledge shared online	8,000 people benefitting from knowledge shared online	Registration for online exchanges, webinars and visits to the Knowledge Base web pages	Annually	FAO	Key stakeholders are interested in benefitting from online resources and exchange opportunities
Output 2.3.1: FLR CoPs are developed and enhanced	Number of people		900 people are part	2,000 people are	Registration, feedback and	Feedback surveys after each online	FAO	People are interested to

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

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
Output 2.4.1: National Child project teams are guided in the recording of in-country experiences and lessons-learnt	Number of lessons learnt documents and/or presentations prepared through the GCP support	Nil	5 documents/ presentations on lessons learnt are produced by the NCPs with the support of the GCP	11 documents/ presentations on lessons learnt are produced by the NCPs with the support of the GCP	Lessons learnt documents/ presentations	Annually	FAO	NCPs are interested in generating lessons learnt
Output 2.4.2: National child project teams are guided in dissemination of national results and global products	Number of people having access to new information through dissemination channels used by the NCPs (website, radio, social media, etc.)	Nil	5,000 people have access to new information in the NCPs through improved dissemination methodologies	10,000 people have access to new information in the NCPs through improved dissemination methodologies	NCPs report	Annually	FAO	Dissemination channels work efficiently in the TRI countries
Outcome 2.5: Strengthened global FLR knowledge initiatives through materials, experiences and new knowledge generated by TRI activities	Number of documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Nil	15 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	30 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Documents shared to a larger audience	Annually	FAO	-
Output 2.5.1: Increased efficiency of FLR knowledge generation and enhanced organization	Number of documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Nil	15 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	30 documents gathered from the NCPs and online exchanges and shared to a larger audience (after repackaging if necessary)	Documents shared to a larger audience	Annually	FAO	-
Component 3. Mobilizing Domestic and External Funding for Large-Scale Restoration								
Outcome 3.1: Improved in-country knowledge on needs, opportunities, barriers and solutions for mobilizing sustainable finance for forest landscape restoration, and enhanced capacity for mobilizing sustainable finance for forest landscape	Number of key stakeholders, including government and investors, engaged in TRI countries	Nil	EIRD tool developed Training program developed	Countries utilized EIRD tool Stakeholders trained in FLR	NCPs reports Progress report	Annually	UN Environment	National partners and Government remain interested and support FLR initiatives

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
restoration								
Output 3.1.1: Development and support for utilization of an <i>Enabling Investments Rapid Diagnostic Tool</i> to identify key constraints and enablers for FLR investment in TRI countries	A tool to identify key enabling investments Number of TRI countries using the EIRDT	Nil	<i>Enabling Investments Rapid Diagnostic Tool</i> developed	4 TRI countries utilize EIRDT	NCPs report	Annually	UN Environment	Countries apply the tool
Output 3.1.2: Development and delivery of a capacity building program on FLR finance for TRI countries	A training program on FLR finance available Number of stakeholders trained on FLR finance in TRI countries	Nil	Training program on FLR finance developed	Training conducted in interested countries	Training program available at TRI Knowledge Base and UN Environment's website 30 stakeholders trained	Annually	UN Environment	Countries are interested in participating in capacity building activities
Output 3.1.3: Development and use of a resource for tracking public and private flows of funding for restoration in TRI countries	Report on FLR finance flows developed	No specific mechanism for tracking FLR finance in TRI countries currently in operation	Methodology developed	Resource that allows tracking financial flows onto FLR activities	Reports available at TRI Knowledge Base and UN Environment's website	Annually	UN Environment	Sufficient high-quality and accessible data is available
Outcome 3.2: Enhanced opportunities, means and partnerships for financing FLR in TRI countries	Number of opportunities and partnerships identified	Nil	1 partnership established	2 partnerships established at national level	Progress reports	Annually	UN Environment	Countries interested in financing FLR
Output 3.2.1: Targeted support for development of bankable proposals and other in-country financial mechanisms and incentives to facilitate mobilization of funding for FLR.	TRI country requests for FLR finance support	Nil	5 countries request targeted support for development of bankable proposals	2 bankable projects supported in TRI countries	Progress reports	Annually	UN Environment	TRI national project teams and stakeholders are interested in developing bankable projects as part of TRI process

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
Output 3.2.2: Development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration opportunities	Number of investment workshops Number of stakeholders participating in FLR finance and matchmaking country workshops	Nil	None	1 investment workshop 60 participants of which 50% women	Workshop report	Annual report year 3	UN Environment	TRI national project teams and stakeholders are interested to participate in the workshop
Component 4. Policy Development and Integration and FLR Monitoring Support								
Outcome 4.1: Enhanced in-country enabling environment for FLR, and increased national and sub-national commitment to FLR	Number and type of enabling environment enhancements; Number of new/additional FLR commitments by TRI countries	Per Child project situational analyses	TRI country national and sub-national policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture.	TRI country national and sub-national policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from LULUCF and agriculture. At least 2 new/additional country commitments to FLR by TRI countries.	Child project reports, MTR, final evaluation, Bonnchallenge.org	Annual		Sufficient political will at national and sub-national levels in TRI countries to move forward and support FLR objectives through policy enhancements and investments. Landscape-level planning processes in TRI countries are successful in balancing competing land uses.
Output 4.1.1: Development and dissemination of relevant case studies and policy briefs on FLR	Number of FLR case studies and policy briefs developed and disseminated	None	X case studies and policy briefs developed and disseminated	X case studies and policy briefs developed and disseminated	Case studies and policy briefs, dissemination metrics	Annual	IUCN	

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification			Assumptions/
Output 4.1.2: Development and implementation of an outreach and awareness-raising campaign on FLR	FLR campaign implementation	None	FLR campaign under development, strategy and plan available	FLR campaign implemented	FLR campaign materials, reports	Annual	IUCN	Awareness campaign is tailored to effectively reach and communicate with local stakeholders in TRI countries.
Outcome 4.2: Strengthened capacity to assess and monitor biodiversity impacts from restoration	Evidence of increased knowledge and capacity at different levels to plan for and manage biodiversity impacts from FLR	Insufficient knowledge, capacity and tools to assess, monitor and plan for impacts to biodiversity from FLR among TRI and non-TRI countries, and environmental and development agencies	Capacity of target audiences strengthened through use of biodiversity monitoring framework, guidelines, tools	Capacity of target audiences strengthened through use of biodiversity monitoring framework, guidelines, tools	Target audience surveys	Mid and end point of project	IUCN	Sufficient interest, motivation and political will in TRI countries and other stakeholders to invest time and resources in monitoring biodiversity impacts from FLR.
Output 4.2.1: Framework for monitoring impacts to biodiversity from FLR developed	Framework for Monitoring Impacts to Biodiversity for FLR developed, and implemented by a number of TRI countries; number of downloads of Guidelines	Existing guidance on monitoring impacts to biodiversity from FLR does not adequately meet the needs of practitioners, investors, and others for ease of use, cost effectiveness, linkages to existing monitoring databases and initiatives, and adaptability to local needs and context	Inception workshop with key experts and stakeholders; Draft guidelines developed	Published Guidelines	Published Guidelines; dissemination and uptake metrics (e.g. enhanced download data capture)	Biannual	IUCN	There is sufficient rationale for developing a framework and tools for monitoring impacts to biodiversity from FLR interventions
Output 4.2.2: Piloting and refinement of the framework for monitoring impacts to	Number of sites testing draft Guidelines	Nil	Field testing of Guidelines in (minimum of 4)	Report capturing results and lessons learned from piloting of	Pilot implementation and analysis report; Biannual Project	Biannual	IUCN	Sufficient interest, motivation and political will in TRI pilot countries to

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

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

TRI implementing partners and child project development teams appreciate the guidance and comments received from STAP and the GEF Council at the time of TRI PFD approval, in June 2016. The comments recognize and reflect the significant challenges of designing and implementing a well-integrated and well-coordinated program spanning two continents, including countries with large differences in their capacity to implement FLR, and that that delivers on the overarching vision for a GEF program as “... a series of interconnected projects under a common objective, and whose anticipated results are more than the sum of its components.”⁶²

In the development of TRI child projects during the PPG phase, to address the concerns raised by GEF STAP and Council members and that are shared by TRI Implementing partners and stakeholders, the following measures, described in the table below, were undertaken.

Table B1. TRI Agency Responses to GEF STAP and Council member comments.

Council member and/or STAP comment	TRI Agencies response
<p>GEF STAP review, para. 2 – “The Program will need to set a clear Theory of Change and develop uptake pathways that will involve stakeholders at all levels, creating the right incentives and institutional structures to overcome the many barriers to forestland restoration. This STAP screen of the PFD on The Restoration Initiative (TRI) is mainly concerned with whether the Program sets the appropriate scientific and technical guidance to develop innovative, integrative and effective projects in the various partners countries. With such a wide mandate, TRI could, without the necessary program framework, revert to a collection of standard conservation forest projects.”</p> <p>GEF STAP review, para. 3 – “STAP supports the intended structure of this Program, consisting of a set of national projects that are collectively linked via Component 4 and its provision of lessons, learning, assessment and monitoring. There is, however, a danger that national</p>	<p><i>TRI Theory of Change</i></p> <p>A clear Theory of Change for TRI, based on extensive literature review and partner experience in FLR, was further developed during the PPG stage, and is presented in Section 3.1 of the TRI Global Child project document (page 35-38).</p> <p><i>To support the integrated design of child projects:</i></p> <p>Building upon early consultations with all TRI countries and continuing throughout the PPG phase, TRI Implementing partners have worked to strengthen understanding and ownership of the TRI Program among child project development teams and key partners. Activities included training events and workshops beginning with the <i>TRI Global Launch Workshop</i> held in Douala, Cameroon, October 31-Nov 2, 2016, which was attended by representatives from all 12 TRI child projects, as well as bilateral meetings and follow-up activities conducted by all Implementing partners with their respective TRI national child project development teams. The TRI theory of change, Program design, M&E systems, and key elements of TRI, particularly those focused on enhanced learning and collaboration, were a key part of the agenda of these meetings and activities. Through these efforts, stakeholder understanding of TRI and their ability to design child projects well-aligned with the TRI PFD was enhanced.</p> <p>While the TRI PFD provides sufficient flexibility to allow countries to tailor interventions to meet their specific challenges and needs, a high degree of overlap exists among TRI countries in so far as the existing key</p>

⁶² GEF (2014). *Improving the GEF Project Cycle*. Page 8. GEF/C.47/07/Rev.01. GEF6 CEO Endorsement /Approval Template-August2016

<p>projects may be formulated locally with only superficial guidance from South-South exchanges, program monitoring systems, best-practice databases and other provisions on Component 4. The ten countries involved have very different approaches to science, project development and project implementation. Some have good scientific support; others are weak. Some have top-down approaches to project design; others have embraced participation by local stakeholder groups.”</p> <p>GEF STAP review, para. 7 – “It is difficult to see how the list of projects and potential global benefits represents anything more than a set of individual projects unrelated to each other and not deriving any inputs from the Program Framework. How do the components in the PFD inform these projects?”</p> <p>GEF STAP review, para. 9 – “In conclusion, STAP believes that this PFD represents a good starting point for a coordinated effort at FLR. However, there remains the significant concern of how the Program Framework will provide the necessary guidance for child projects, other than in broadly general rhetorical terms? This includes the following elements for a truly innovative and integrative Program:</p> <ul style="list-style-type: none"> ▪ Project design and development ▪ Analysis of costs and benefits of different restoration approaches [see related Council comment and Agency response below] ▪ Intended use of tools across child projects [See STAP comment and Agency response below] ▪ Contributions to a learning platform, and ▪ Exchange of lessons and project experience” <p>Germany – “Child projects appear to</p>	<p>challenges to implementation of FLR. As a result, the overall four-component thematic structure of TRI has been prioritized and adopted by all child projects, and will provide a firm basis for South-South learning and collaboration across the portfolio of TRI projects that, upon initial reading, may appear unrelated to one another.</p> <p>The design of the TRI Global Child, through which integrated support will be provided to national child projects along each of the four TRI PFD components, was informed by extensive stakeholder surveying, consultation and analysis of the highest-value support best provided from the Global child project in partnership with national projects (see Annex 6 of the TRI Global Child project document for more detailed information on findings from PPG-stage surveying of TRI national child project teams).</p> <p><i>To support enhanced learning, collaboration, and partnership</i></p> <p>To facilitate the enhanced learning, collaboration and partnership among TRI program partners and relevant external partners and initiatives that is essential to realization of enhanced programmatic benefits, all TRI child projects include the following design elements and features:</p> <ul style="list-style-type: none"> ▪ Dedicated funding and support for annual participation of at least 2 child project team members in all <i>TRI Annual Knowledge Sharing Workshops</i>. ▪ Support for participation of project stakeholders in <i>TRI FLR Communities of Practice</i>, to be established, coordinated and supported in large part by the TRI Global Child project under Component 2 of the Global Child. <p>The TRI Global Child will support the systematic capture, enhancement, and sharing of FLR knowledge through development and dissemination of harmonized tools and processes for capture of information; development of case studies and policy briefs and other informational materials; enhancement of the existing body of FLR knowledge to make these resources more useful and widely accessible; and sharing of experiences via facilitated online Communities of Practice, the <i>Annual TRI Global Knowledge Sharing Workshops</i>, other events, workshops and trainings, as well as through Program and Agency partner web platforms.</p> <p><i>To support coordination and adaptive management of TRI</i></p> <p>The TRI Global Child project will play a principal role in overall Program coordination, monitoring, and facilitation of adaptive management. Key functions and services provided by the Global Child in this capacity include support for a Program Advisory Committee, Global Coordinating Unit, Program portal, harmonized TRI GEF tracking tool, and midterm Program review and terminal evaluation.</p>
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<p>stand alone with no conceptual input from the program. It is difficult to derive how the program framework will guide the child projects in core issues of institutional and operational sustainability, such as extension and service systems, technical education, land tenure and incentives.”</p>	<p>All TRI child projects, in their respective project documents, have clearly defined institutional linkages to key TRI Program partners. These include operational and reporting linkages between all national child project and the TRI Global Child project and its Global Coordination Unit, the TRI Program Advisory Committee, and between TRI child projects themselves.</p>
<p>Germany – “Germany suggests further clarification, how the program is meant to encourage political will for governance reform and investment into restoration approaches. Political will appears as an assumption rather than a purpose of the program.”</p>	<p><i>To support strengthening of political will for FLR-related policy and governance reform</i></p> <p>All TRI national child projects have developed tailored interventions aligned with Component 1 of the TRI PFD, <i>Policy Development and Integration</i>, and that are intended to strengthen political will and support for governance reforms supporting FLR. Examples of these efforts include:</p> <ul style="list-style-type: none"> ▪ Assessments of national and sub-national policy and regulatory frameworks and how they may be enhanced and/or strengthened to further support FLR ▪ Support for identification and uptake of FLR supportive policies through filling in of knowledge gaps, awareness and outreach campaigns, and through support for robust cost benefit analysis of FLR benefits and costs through use of ROAM or other similar methodologies (8 of 11 TRI national child projects include support for use of ROAM). ▪ Support for generation of a Bonn Challenge pledge in several TRI countries that have not yet made a pledge: Guinea Bissau, Myanmar, and Tanzania. <p>The Global child project will work in tandem with national projects to support in-country efforts to enhance the enabling in-country policy environment for FLR. Work will include development of relevant case studies and policy briefs, high-level workshops, and an awareness-raising campaign featuring restoration champions from within and outside TRI countries.</p>
<p>Germany – “Economic models on costs and benefits of landscape restoration need to be exemplified in order to underpin the plans for private investment generation.”</p>	<p><i>To support scaled-up investment in FLR, including from the private-sector</i></p> <p>TRI partners have encouraged the incorporation and use of robust methodologies for estimating the cost and benefits of proposed restoration interventions. This includes support for use of ROAM, that will be utilized by 8 of 11 TRI child projects.</p> <p>The need for cost-benefit analysis to facilitate private-sector investment in FLR is acknowledged by all TRI partners and is a key part of the programs of work of all three partner Agencies. Relevant analyses and findings that will be shared with and disseminated to TRI partners over</p>

	<p>the course of TRI include IUCN's work with the Coalition on Private Sector Investment in Conservation (CPIC) (supported in-part by GEF Project ID 9914). Under component 2 on Knowledge Sharing & Capacity Building, the thematic of cost benefit analysis has been designated as a key interest by the national TRI teams. It will certainly be one of the topic to receive support from the Global Child. Several national TRI teams have included activities on this thematic in their respective Project Documents.</p> <p>In addition, Component 4 (Output 4.1.1) of the TRI Global Child project includes support for the generation of case studies examining relevant FLR interventions, and that will include assessment of the associated cost and benefits.</p>
<p>Germany – “Germany recommends incorporating coordination and networking with existing initiatives and programs in the field of landscape restoration at international as well as national levels more systematically.”</p>	<p><i>To support coordination and networking with relevant external initiatives</i></p> <p>A number of relevant national and international GEF and non-GEF interventions have been identified by the national child projects, for which the projects will take full account of and/or with which the projects will develop appropriate links. This will ensure that the national child projects benefit from collaboration with other relevant initiatives and build on lessons learnt in other projects. It also ensures that the child projects can provide a platform for bringing together a wide range of different initiatives and partners in each country around a common sustainable land management and landscape restoration agenda. For details on the most relevant initiatives please refer to the respective sections of the project documents describing linkages with other GEF and non-GEF interventions</p> <p>The Global Child project, through its Global Coordinating Unit, will work to capture synergies among and between national child projects and relevant external initiatives, and capitalize on emerging opportunities presented over the course of TRI implementation. Work will include development and implementation of a <i>TRI Communications strategy</i> and <i>TRI Partnership strategy</i> for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors, that help foster achievement of TRI objectives. This will include the Global Partnership on Forest Landscape Restoration and the Global Restoration Council as well as regional initiatives such as AFR100.</p> <p>The Global child will present a <i>Restoration Finance Workshop</i> in year 3 to connect potentially interested donors and investors with in-country FLR investment opportunities. All TRI national projects have dedicated funding and support for participation of at least 2 child project team members in this event that will take place in tandem with the year three TRI Knowledge Sharing workshop.</p>
<p>GEF STAP review, para. 9 – <i>Comment from above regarding PFD and how</i></p>	<p><i>How Program will provide guidance and support for use of FLR tools</i></p>

<p><i>Program will provide guidance for “...intended use of tools across child projects”</i></p>	<p>The Global Child project, together with the larger project support teams of the TRI Implementing Agencies, will provide a number of key FLR-related support services to child projects, including support for the use of FLR-relevant tools. This includes:</p> <ul style="list-style-type: none"> ▪ Technical support for implementation of the Restoration Opportunities Assessment Methodology (ROAM), to be provided by IUCN’s Global Forest Programme and Regional FLR hubs. ▪ Technical support to all national child project teams in the development of bankable proposals and other mechanisms to mobilize increased funding for FLR, to be provided by UN Environment’s Finance Initiative. Support for mobilization of finance will also include development and delivery of an online course on FLR finance in partnership with Yale University (Output 3.1.2). ▪ The FLR Communities of Practice will be supported from within Component 2 of the Global Child project, under management by FAO. ▪ As noted above, Component 2 of the TRI Global Child will also include support for the systematic capture, enhancement, and sharing of FLR knowledge through development and dissemination of harmonized tools and processes for capture of information (Outputs 2.1.1, 2.4.1, 2.4.2, 2.5.1). ▪ Component 1 of the TRI Global Child project includes support for the development of a <i>TRI Global Communications and Outreach strategy</i>, with substantive inputs and participation from TRI country project teams. The strategy will codify objectives and approaches in communicating about the TRI program with internal and external audiences. The strategy will be accompanied by a ‘TRI Communications Toolbox,’ to include templates and flyers and other communication tools, regularly updated by the Global Child GCU, to help facilitate consistent and coordinated communication on TRI by all national child project. The Global Child project will provide continual support to all national child projects in the use of these communication resources. ▪ Component 3 of the TRI Global Child includes support for development of an <i>Enabling Investments Rapid Diagnostic Tool</i> (Output 3.1.1). The Tool will allow actors in each TRI country (and others) to identify key in-country policy, regulatory, institutional, and/or financial obstacles that currently stand in the way of investing in restoration activities. It will likewise provide suggested measures for reform, depending on the bottlenecks identified. ▪ Component 4 of the TRI Global Child includes support for the development, refinement, and use of a tool for assessing impacts to biodiversity from FLR (Outputs 4.2.1, 4.2.2, 4.2.3) . Guidance and support will be provided to all national teams on the use of this tool. ▪ Other targeted assistance, including support for the design and establishment of effective and harmonized FLR monitoring systems, will also be provided through the Global Child project to all national child project teams. <p>In addition, TRI Agencies will support the sharing of independent evaluation teams (using same evaluation team for 2 or more TRI child</p>
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	<p>projects) and methods in the undertaking of mid-term and terminal evaluations, to facilitate cost savings and increase cross-compatibility of evaluations (further information on this is provided in Section 5.5 of the Global Child project document).</p>
<p>Japan – “When considering a target country in GEF projects, it is important to take into consideration the impact of externalities and scale of economy (GDP, foreign currency reserves etc.) of each country, with a view to effective utilization of limited GEF resources.</p> <p>In general, while we acknowledge that the GEF allocates fund along with the STAR system, Least Developed Countries (LDCs), lower income countries and less developed region in these countries should be prioritized in allocating GEF resources.</p> <p>Accordingly, the funding for the projects that take place in countries with larger economic scale should be covered by co-financing of related institutions instead of GEF resources.</p> <p>From these points of view, GEF secretariat may wish to reconsider whether the target countries and regions.”</p>	<p><i>On the selection and composition of countries in TRI</i></p> <p>TRI implementing partners acknowledge the comments from Japan regarding the composition of TRI countries. When the TRI program was being developed through the work of TRI countries, TRI Implementing Partners, and the GEF Secretariat, extensive efforts were made to notify countries with potential restoration opportunities about the emerging GEF-6 TRI program, and whether participation in the Program might be of interest. This occurred largely through the extensive networks of the three TRI Implementing Partners, and also via communications between GEF-eligible countries themselves. The selection process for TRI was largely a country-driven process, and entirely voluntary. As noted above, despite significant differences among TRI countries, a high degree of overlap exists in so far as the existing key challenges to implementation of FLR. As a result, a firm basis exists for South-South learning and collaboration across the portfolio of TRI projects.</p>
<p>France – “The initiative targets 9 countries, from which 5 in Africa (CAR, Cameroon, Guinea-Bissau, Sao Tome and Principe and Tanzania) and 3 in Asia (China, Myanmar and Pakistan). These countries have very different economic and political situations. The program consists mainly in 9 national projects put together. The national experiences could be useful for the 3 GEF agencies to benefit from the diversity of national contexts in order to promote same approaches in other countries and to feed general approaches and goal setting in the general monitoring of the Bonn Challenge. It would be therefore useful to apply participative approaches and not only international top down approaches of</p>	<p><i>On the benefits of country diversity to TRI and the importance of learning from and sharing what works, including contextual factors and other country/project-specific variables</i></p> <p>TRI partners agree that the diversity of countries participating in TRI, while presenting certain technical challenges, also affords a significant opportunity to test, refine, and share findings from country experiences on FLR that will, if successfully supported, benefit both TRI countries and other FLR initiatives. Related support would necessarily include support for robust knowledge capture of TRI experiences, thorough analysis of findings including contextual factors and other country- and project-specific variables that may be at play, and South-South knowledge sharing. As noted above, these are key components of TRI, integrated in the design of all TRI national child projects, and supported through dedicated work of the TRI Global Child project – particularly Global Child Components 2-4.</p> <p>In particular, all TRI child projects include the following design elements</p>

<p>“best practices” or “monitoring tools.”</p> <p>“The implementation of concrete actions (for land management and restoration) represents 48% of the GEF contribution. The methodology for these actions is not presented (the monitoring tools, type of projects, “best practices” are described instead). A list of national resources requests is provided with about 40 projects. The approaches of how to improve land management and restore degraded land on each of these 40 individual projects will probably be the key issue of success of the initiative and, if successful, it will be the most useful lesson to be learned and shared. It would be then useful to understand how the actions will be implemented and with what kind of support (local structures, capacity building).”</p> <p>“On the public policy level, it will be important that (i) the intended use of 4 tools are not replacing national approaches and policies, and that (ii) they will be used to the extent that there are considered by countries as appropriate to the countries’ policies and at the right institutional level.”</p>	<p>and features:</p> <ul style="list-style-type: none"> ▪ Dedicated funding and support for annual participation of at least 2 child project team members in all <i>TRI Annual Knowledge Sharing Workshops</i>. ▪ Support for participation of project stakeholders in <i>TRI FLR Communities of Practice</i>, to be established, coordinated and supported in large part by the TRI Global Child project under Component 2 of the Global Child. <p>In addition, the TRI Global Child will support the systematic capture, enhancement, and sharing of FLR knowledge through development and dissemination of harmonized tools and processes for capture of information; development of detailed case studies and policy briefs and other informational materials with robust analysis of contextual factors; enhancement of the existing body of FLR knowledge to make these resources more useful and widely accessible; and sharing of experiences via facilitated online Communities of Practice, the <i>Annual TRI Global Knowledge Sharing Workshops</i>, other events, workshops and trainings, as well as through Program and Agency partner web platforms.</p> <p><i>On the importance of ensuring that support provided (tools, approaches, capacity building, etc.) is not replacing national approaches and that support provided is demand-driven and appropriate to country context and involving participatory approaches</i></p> <p>TRI partners agree that, both from an efficiency standpoint and also in terms of supporting uptake and sustainability, successful achievement of TRI country FLR objectives will depend in large part on ensuring that supported work does not duplicate or replace existing country efforts and approaches on FLR that are working, and that the kinds of support provided from TRI are appropriate to country context and targeted at the right institutional level(s). For this reason, as noted above, the TRI PFD affords country partners the flexibility to tailor interventions to meet their specific challenges and needs. This flexibility is in turn reflected in the diversity of projects, approaches, and targeted stakeholders of the 11 TRI national child projects. Moreover, the design of child project interventions is informed by robust stakeholder analysis to ensure that interventions are targeted at, and include the participation of stakeholders at the appropriate intentional level and department, including relevant external stakeholders.</p> <p>Examples of this diversity of context-specific TRI interventions and support, including participatory approaches, include:</p> <ul style="list-style-type: none"> ▪ Guinea Bissau, where TRI will support community-led participatory planning, implementation and monitoring of restoration of degraded mangrove habitat and degraded rice fields. ▪ China, where experiences from TRI-supported restoration of pilot sites will directly inform ongoing policy reform processes
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	<p>concerning the management of State Forest Farms.</p> <ul style="list-style-type: none"> ▪ Sao Tome, where a national system for FLR monitoring will be developed through TRI, supporting country efforts towards FLR ▪ Pakistan, where Sustainable Forest Management Plans will be developed and implemented in a participatory manner following local demand. <p>As noted above, the design of the TRI Global Child, through which integrated support will be provided to national child projects along each of the four TRI PFD components, was informed by extensive stakeholder surveying, consultation and analysis of the highest-value support best provided from the Global child project in partnership with national projects (see Annex 6 of the TRI Global Child project document for more detailed information on findings from PPG-stage surveying of TRI national child project teams).</p>
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In response to GEF Secretariat review comments on the December 2017 submission of the TRI Global Learning, Finance, and Partnerships Project under TRI (the Global Child), requesting “additional information for which project activities the co-financing will be available,” TRI Agency partners have prepared the following tables:

Table B2.1. Allocation of IUCN co-financed support TRI Global Child project outcomes (all amounts in USD).

Global Child Component	Co-Financing		Supported Activities
	cash	in kind	
1: TRI Coordination and Adaptive Management	\$50,000	\$140,000	<ul style="list-style-type: none"> ▪ Output 1.1.5 – Implementation of TRI Partnership strategy for effective external engagement ▪ Output 1.2.4 – Tracking of measurable progress on TRI country implementation of FLR commitments
2: Capture and Dissemination of Best Practices and Capacity Building	\$55,000	\$280,000	<ul style="list-style-type: none"> ▪ Output 2.1.1 – Existing tools and knowledge resources are repackaged and enhanced with case studies for use by project stakeholders ▪ Output 2.2.1 – Global knowledge sharing and capacity development workshops organized and attended by representatives from national child project teams ▪ Output 2.2.2 – Workshops and trainings on priority FLR topics at global and regional levels are organized ▪ Output 2.2.3 – National FLR trainings enhanced through expert support in the development and delivery of trainings ▪ Output 2.2.4 – Focused Regional South-South exchange visits on selected FLR topics ▪ Output 2.3.1 – FLR CoPs (Community of Practice) are developed and enhanced including expert networks, facilitated peer-to-peer online knowledge sharing for a and continuous interaction opportunities to reinforce learning
3: Mobilization of FLR Finance	\$30,000	\$190,000	<ul style="list-style-type: none"> ▪ Output 3.1.2 – Development and delivery of a capacity building program on FLR finance for TRI countries ▪ Output 3.1.3 – Development and use of a resource for tracking public and private flows of funding for restoration in TRI countries ▪ Output 3.2.2 – Development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration opportunities

4: Policy Development and Integration	\$225,000	\$845,000	<ul style="list-style-type: none"> ▪ Output 4.1.1 – Development and dissemination of relevant case studies and policy briefs on FLR ▪ Output 4.1.2 – Development and implementation of an outreach and awareness-raising campaign on FLR ▪ Output 4.2.1 – Framework for monitoring impacts to biodiversity from FLR developed ▪ Output 4.2.2 – Piloting and refinement of the framework for monitoring impacts to biodiversity from FLR ▪ Output 4.2.3 – Tools for monitoring biodiversity impacts from restoration
PMC	\$30,000	\$105,000	
TOTAL	\$390,000	\$1,560,000	

Table B2.2. Breakdown of FAO co-financed support for TRI Global Child project outcomes (all amounts in USD).

Global Child Component	Co-Financing		Supported Activities
	cash	in kind	
1: TRI Coordination and Adaptive Management			
2: Capture and Dissemination of Best Practices and Capacity Building		\$750,000	<ul style="list-style-type: none"> ▪ Output 2.1.1 – Existing tools and knowledge resources are repackaged and enhanced with case studies for use by project stakeholders ▪ Output 2.2.3 – National FLR trainings enhanced through expert support in the development and delivery of trainings ▪ Output 2.2.4 – Focused Regional South-South exchange visits on selected FLR topics ▪ Output 2.3.1 – FLR CoPs (Community of Practice) are developed and enhanced including expert networks, facilitated peer-to-peer online knowledge sharing for a and continuous interaction opportunities to reinforce learning ▪ Output 2.3.2 The online Knowledge Base is improved to make knowledge accessible easily and widely ▪ Output 2.4.2 National dissemination: National child project teams are guided in dissemination of national results and global products. ▪ Output 2.5.1 Increased efficiency of knowledge generation and organization for FLR.
3: Mobilization of FLR Finance			
4: Policy Development and Integration			
TOTAL		\$750,000	

Table B2.3. Breakdown of UN Environment Co-Financing for TRI Global Child project (all amounts in USD).

Global Child Component	Co-Financing		Supported Activities
	cash	in kind	
1: TRI Coordination and Adaptive Management			
2: Capture and Dissemination of Best Practices and Capacity Building			
3: Mobilization of FLR Finance	\$1,150,000	\$50,000	<ul style="list-style-type: none"> ▪ Output 3.1.1 – Development and support for utilization of an <i>Enabling Investments Rapid Diagnostic Tool</i> to identify key constraints and enablers for FLR investment in TRI countries ▪ Output 3.1.2 – Development and delivery of a capacity building program on FLR finance for TRI countries ▪ Output 3.1.3 – Development and use of a resource for tracking public and private flows of funding for restoration in TRI countries ▪ Output 3.2.1 – Targeted support for development of bankable proposals and other in-country financial mechanisms and incentives to facilitate mobilization of funding for FLR. ▪ Output 3.2.2 – Development and presentation of a Restoration Finance Workshop, linking potentially interested investors with in-country restoration opportunities
4: Policy Development and Integration			
TOTAL	\$1,150,000	\$50,000	

ANNEX C: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS⁶³

A. Provide detailed funding amount of the PPG activities financing status in the table below:

PPG Grant Approved at PIF: \$150,000 USD			
<i>Project Preparation Activities Implemented</i>	<i>GETF/LDCF/SCCF/CBIT Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
TRI Global Launch Workshop, Douala Cameroon, Oct 31-Nov 2 nd , 2016	48,900	48,900	48,900
Development of IUCN-led Components 1 & 4 and synthesis and drafting of Project documents	44,500	44,500	44,500
Development of FAO-led Component 2	32,100	32,100	32,100
Development of UN Environment-led Component 3	24,500	24,500	24,500
Total	150,000	150,000	150,000

⁶³ If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue to undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities. Agencies should also report closing of PPG to Trustee in its Quarterly Report.