

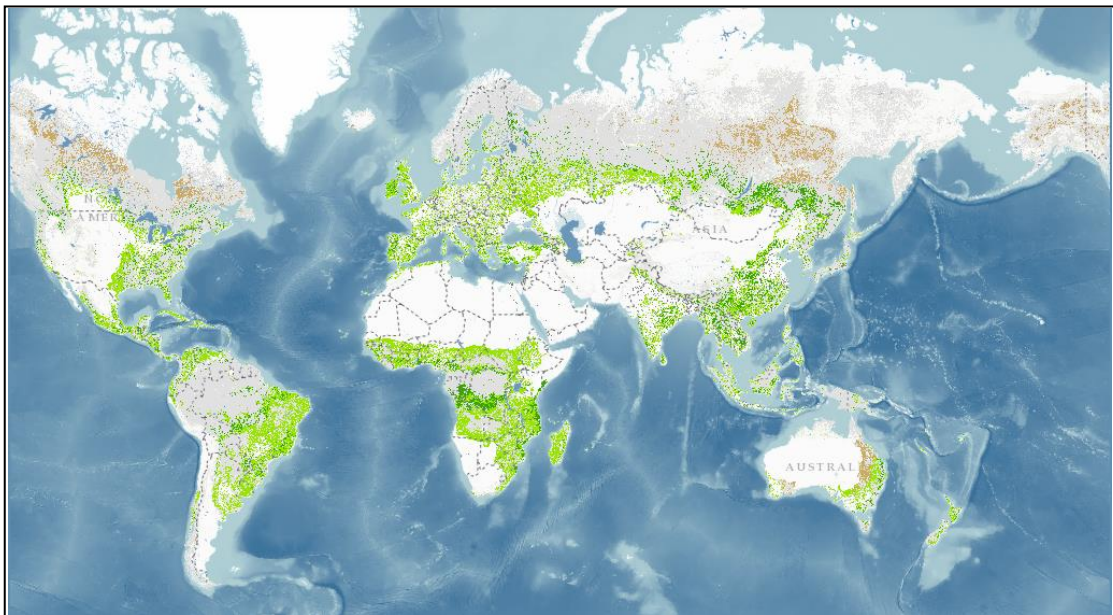
**Validated Terminal Review of the UNEP-GEF Project
'Building the Foundation for Forest Landscape
Restoration at Scale Project' (GEFID 5775)
(2015 – 2020)**



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**UNEP Ecosystems Division
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This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Building the Foundation for Forest Landscape Restoration at Scale Project
GEFID 5775
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This Terminal Review was prepared for UNEP by Mr. Murat ÇEVİK, as an external consultant.

The review consultant would like to express his gratitude to all persons met and who contributed to this evaluation, as listed in Annex IV.

Special acknowledgements to Mr. Rastislav Vrbensky and Ms. Aska Ochiel from UNEP GEF Biodiversity and Land Degradation Unit, and Mr. Ersin ESEN, UNEP GEF Task Manager, for their kindness and high tolerance in the review process; WRI Officers, especially Mr. Fred Stolle, Deputy Director of Forests, for their contribution and collaboration throughout the evaluation process. Sincere appreciation is also expressed to the key partner institution officers and representatives of the key stakeholders who took time to provide comments to the draft report.

The review consultant hopes that the findings, conclusions, and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

BRIEF CONSULTANT BIOGRAPHY

Mr. Murat Çevik is a regional planning and development expert with over 20 years of professional experience in development, implementation, management, monitoring and evaluation of programs and projects, consulting and advisory services in urban and regional planning, sustainable development, nature conservation, and environmental management fields. This experience covers the management, research and consulting positions in UN Organisations, government institutions, NGOs, academia, and private sector. Mr. Çevik holds a BSc. in City Planning, MSc. in Regional Planning and PhD candidate in (Human) Geography with a research focus on socio-ecological systems and rural development, also conducting seminars and lectures on the topics of his expertise.

Review Team

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ABOUT THE REVIEW

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP/GEF Project implemented between 2015 and 2020. The project's overall development goal was to advance the building of a foundation for forest landscape restoration at scale. The review sought to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

Key words: Forest Landscape Restoration; Sustainable Forest Management; Landscape Restoration Financing; Governance; Climate Change; Ecosystem Management; Peatland Restoration; India; Kenya; Niger; Ethiopia; Indonesia

Primary data collection period: July-October 2023

Field mission: N/A

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LIST OF ACRONYMS

AFR100	African Forest Landscape Restoration Initiative
BFFLRS	Building the Foundation for Forest Landscape Restoration at Scale
EOU	Evaluation Office of UNEP
FAO	Food and Agriculture Organisation of United Nations
FLR	Forest Landscape Restoration
GEF	Global Environment Facility
GFW	Global Forest Watch
GPFLR	Global Partnership for Forest Landscape Restoration
GRI	Global Restoration Initiative
IUCN	International Union for Conservation of Nature
KFS	Kenya Forest Service
LD	Land Degradation
MTR	Mid Term Review
NEPAD	African Union Development Agency
NGO	Non-Governmental Organisation
PoW	Programme of Work
ProDoc	Project Document
ROAM	Restoration Opportunities Assessment Methodology
SD	Sustainable Development
SDG	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNEP	United Nations Environment Programme
REDD	UN Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
WRI	World Resources Institute

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

GEF Project ID/SMA ID:	5775		
Implementing Agency:	UNEP GEF Biodiversity and Land Degradation Unit	Executing Agency:	World Resources Institute (WRI)
Sources of Funding (Co-finance):	Country (ies): Ethiopia, Kenya, Niger, Indonesia, and India	Institution Name/Type: Governments of pilot countries Foundation/NGOs (WRI, BMUB, Clinton Foundation), Private Sector (ESRI)	
Relevant SDG(s):	2.4.1 - Proportion of agricultural area under productive and sustainable agriculture 6.3.2 - Proportion of bodies of water with good ambient water quality 15.1.1 - Forest area as a proportion of total land area 15.2.1 - Progress towards sustainable forest management 15.3.1 - Proportion of land that is degraded over total land area 15.9.1 - Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020		
MTS (at approval):	MTS 2014-2017	UNEP approval date:	17 February 2013
Programme of Work Output(s):	1. Methodologies, partnerships and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of ecosystems (PoW 2014-2017/2018-2019)	POW Expected Accomplishment(s)	a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels. b) Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems c) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services
Sub-programme:	PoW 2014-2017/2018-2019, Subprogramme 3 on healthy & productive ecosystems	Programme Coordination Project	
UNEP approval date:	17 November 2015	GEF approval date:	31 August 2015
GEF Operational Programme #:	LD	GEF Strategic Priority:	Land Degradation
Project type:	Medium Size Project (MSP)	Focal Area(s):	Land Degradation-3
Expected start date:	1 July 2015	Actual start date:	17 November 2015

<i>Planned completion date:</i>	30 June 2018	<i>Actual operational completion date:</i>	30 September 2019
<i>Planned total project budget at approval:</i>	\$ 8,150,000	<i>Actual total expenditures reported as of 30 June 2020:</i>	\$ 9,343,856.60
<i>GEF grant allocation:</i>	\$ 1,900,000	<i>GEF grant expenditures reported as of 30 June 2020:</i>	\$ 1,866,537.60
<i>Expected Medium-Size Project co-financing:</i>	\$6,250,000 Cash: 5,100,000 In-Kind: 1,150,000	<i>Secured Medium-Size Project co-financing:</i>	\$7,477,319 Cash: 5,211,561 In-Kind: 2,265,758
<i>First disbursement:</i>	8 March 2016	<i>Planned date of financial closure:</i>	31 December 2024
<i>No. of formal project revisions:</i>	1	<i>Date of last approved project revision:</i>	January 2018
<i>No. of Steering Committee meetings:</i>	2	<i>Date of last Steering Committee meeting:</i>	25 January 2018
<i>Mid-term Review/ Evaluation (planned date):</i>	N/A	<i>Mid-term Review/ Evaluation (actual date):</i>	N/A
<i>Terminal Evaluation (planned date):</i>	30 September 2019	<i>Terminal Evaluation (actual date):</i>	December 2023
<i>Coverage - Country(ies):</i>	Ethiopia, Kenya, Niger, Indonesia, and India	<i>Coverage - Region(s):</i>	Global and Ethiopia, Kenya, Niger, Indonesia, and India
<i>Dates of previous project phases:</i>	N/A	<i>Status of future project phases:</i>	N/A

EXECUTIVE SUMMARY

Project Background

1. The United Nations Environment Programme (UNEP) implemented the medium-sized “Building the Foundation for Forest Landscape Restoration at Scale Project (GEFID 5775)”, in cooperation with the World Resources Institute (WRI) as the Executing Agency, to complement and leverage the activities of the Global Restoration Initiative being carried out by the World Resources Institute and its partners. The relevant Government institutions of the project pilot countries, namely India, Indonesia, Niger, Ethiopia and Kenya, and key stakeholders from NGOs and other sectors involved in the implementation process.
2. The project objective was defined as “contributing to large-scale landscape restoration and the revitalization of degraded lands and forests”. The project implemented to do so by facilitating national commitments to restoration and improved enabling legal and policy conditions across sectors to enhance the roles of trees in agricultural landscapes and to restore forests in ways that support the strategies of avoided deforestation and climate smart agriculture.
3. Proposed implementation period was between 2015-2018 in the initial phase, but the implementation completion amended to January 2020, while financial closure completed in June 2020.
4. The proposed budget for the project was a total of 8,150,000 USD, with 1,900,000 USD GEF contribution and 6,250,000 USD co-financing from WRI and partners. The project completed with an expenditure amount of 1,866,537.60 USD from GEF financing and a total co-financing (cash and in-kind) contribution of 7.477.319 USD, meaning a 1.227.319 USD additional co-financing generated for the project.

This Review

5. In line with the UNEP Evaluation Policy and the UNEP Programme Manual, this Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.
6. This Terminal Review, prepared in line with the UNEP Management-Led Terminal Reviews guidelines and formats, has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and WRI.
7. Therefore, the Review identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.
8. The Terminal Review also aims to inform the relevant officers, experts, and partners of UNEP, WRI, pilot country government institutions, NGOs, academia, co-financiers and other institutions involved in the project implementation processes.
9. The proposed methods for data collection shared in the Inception Report for the Terminal Review, as provided in Annex III of this report. Main information resource for this review were the official project documents, technical and financial progress reports, recordings of the online meetings with the relevant persons from UNEP, WRI and other partner institution or stakeholder contacts from the pilot countries involved in the project in different stages of country level implementation.

Key Findings

10. The overall review rating for the project is “Satisfactory”.
11. The project designed and results achieved with the implementation, comply with the relevant international, GEF and pilot country policies, needs and strategic approaches on FLR and relevant topics defined in the project document.
12. Implementation process conducted timely, efficiently and successfully by the executing agency WRI in cooperation and coordination with the implementing agency UNEP and pilot country governments as cooperating partners, as well as other consultative/ co-financing institutions.

13. All outputs defined in the results framework has been achieved in the project period, contributing the achievement of the proposed outcomes, and some of them even go beyond the planned levels, with a sound project and risk management by the executing and cooperating agencies.
14. Project financial resources managed efficiently, and additional resources could be leveraged both in-kind and cash, within the implementation period, both from institutional donors and with establishing opportunities via innovative fundraising platforms for stakeholders and target groups to improve livelihoods while restoring the landscapes.
15. Taking the advantage of the professional and worldwide institutional structure of the executing agency, project management, data collection and sharing, monitoring, and reporting organised and conducted in a professional and highly qualified content.
16. Being a part of the global efforts on FLR coordinated by WRI and its partners, the project has a moderately likely sustainability rating, regarding the changes in the socio-political and institutional conditions in pilot countries.
17. The main strength of the Project, from design to implementation found as using a strategic approach based on the existing information collected, compiled, and improved with the global and country level work of WRI led initiatives in cooperation with other partnering institutions and national governments. This also reflected to the implementation with involvement of a high number of stakeholders, communities and sector representatives to specific project activities.
18. The main weakness, or limitation can be noted as the political or institutional conditions in the pilot countries, results with the changes in the government officers, both local and country level socio-political conditions in the implementation period. Impacts of such socio-political issues decreased with close cooperation and coordination with all relevant local, national and international parties involved in the project implementation, with using risk management measures developed in the preparation and updated in the implementation processes.
19. In response to the key strategic questions for the TR, the project intervention found to;
 - contribute to advancing the forest landscape restoration (FLR) in the target countries and beyond, with developing or enhancing site and country specific approaches in data collection, analysis and monitoring of FLR opportunities and their local community level applications.
 - provide highly successful examples of FLR in enabling countries in developing knowledge base for decision making in committing and achieving FLR targets and establishing cooperation and national capacities for scaling-up.
 - provide adaptable information and decision-making tools that can be used in any type of emergency situation, including pandemics (like Covid-19), political and social changes.
20. A summary table of the ratings presented below, and the detailed table against all evaluation criteria is found in the Conclusions and Recommendations section of this report.

Criterion	Rating
Strategic Relevance	HS
Quality of Project Design	S
Nature of External Context	F
Effectiveness	S
Financial Management	S
Efficiency	S
Monitoring and Reporting	S
Sustainability	ML
Factors Affecting Performance	S
Overall Project Performance Rating	S

21. High level of achieving defined outputs with implementation is a result of close and active cooperation and consultations with the key institutions of the pilot country governments, professional international (FAO, IUCN, WWF, etc.) and supra-national organisations (NEPAD) and initiatives (AFR100), academia and private sector in national and local level as well as local communities and high qualified experts through the implementation period.
22. Besides this cooperation, high relevance of the project objective, proposed outcomes and the outputs with the existing policies, planned targets and needs of the pilot countries in achieving national FLR targets, either declared national or international level, contributed achieving its implementation targets.
23. Another topic is improving and localising the existing methodologies on FLR, specifically ROAM with the active involvement of the local experts and communities depending on the country specific conditions. This provides a wide range of opportunities in “science with society”, as well as community-based implementation of scientific methods in FLR and associated issues in ecosystems management, its community-based monitoring and operational sustainability of the established mechanisms.
24. The project contributed the involvement of various type of community groups, women, youth, people with disabilities, etc where possible, or required, directly or indirectly via the community-based activities, trainings and establishment of working/ activity groups in local level. This reflects an inclusive side of the implementation and potentials for defining FLR approach with social inclusive components

Lessons Learned

25. Lesson 1: Sustainability of successful results achieved from an intervention and learning from the implementation process requires an integrated, cooperative, and long-term monitoring.
26. Lesson 2: Active involvement of the governments to the global restoration agenda in all levels, by enhancing collaboration and coordination environments is crucially important in setting FLR as a country priority and securing the community ownership for the sustainability of the results.
27. Lesson 3: Project design should consider the possible/potential socio-political situations, define and use a flexible operational structure with alternate implementation and resource development methodologies.
28. Lesson 4: The replication of the available methods with proven records and best practices through communities, countries and regions with multistakeholder collaboration, enhance and facilitate the opportunities for moving from commitments to action.
29. Lesson 5: Enhancing the capacities and ownership of local communities and CSOs on the restoration action is key to ownership, improvement of livelihoods and sustainability of results in community level.
30. Lesson 6: Collecting, disseminating, and investing on learning from innovative approaches and collective knowledge from different countries with different conditions and priorities enhance the potentials and sustainability of results.
31. Lesson 7: Conducting the Terminal Review process soon after or close to the project completion period will be beneficial for collecting and compiling lessons, best practices and evaluate the project intervention timely and more precisely.

Recommendations

32. Recommendation 1: Compiling and disseminating the experience (including lessons learned) and the country specific model(s) developed in the implementation of the project as a comprehensive document/report as a reference will contribute further improvement of global FLR approach and replication through other countries and communities by WRI-UNEP-IUCN partnership.
33. Recommendation 2: Promoting and contributing the replication of the experience gained in the pilot areas in the countries with site specific models for both other relevant areas/regions in the pilot

countries and other country/ies for FLR, through national and international FLR initiatives and cooperating global entities (UN, IUCN, etc.)

34. Recommendation 3: Securing the operational and qualified human resources capacity in all project pilot countries and in others, with supporting/providing recommendations on capacity enhancement and policy development for institutional structures on FLR operations.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the UNEP-GEF Project 'Building the Foundation for Forest Landscape Restoration at Scale Project' (GEFID 5775), set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the Satisfactory level. Moreover, the Evaluation Office has found the overall quality of the report to be Satisfactory (see Annex XIII).

INTRODUCTION

35. The UNEP (GEF Biodiversity and Land Degradation Unit, Ecosystems Division) implemented the medium-sized “Building the Foundation for Forest Landscape Restoration at Scale Project (GEFID 5775)”, in cooperation with the World Resources Institute (WRI) as the Executing Agency, to complement and leverage the activities of the Global Restoration Initiative.
36. The project objective defined as contributing to large-scale landscape restoration and the revitalization of degraded lands and forests, The project implemented to do so by facilitating national commitments to restoration and improved enabling legal and policy conditions across sectors to enhance the roles of trees in agricultural landscapes and to restore forests in ways that support the strategies of avoided deforestation and climate smart agriculture.
37. The Project, financed under GEF-5, proposed to contribute the UNEP Program of Work (PoW) 2014-2017/2018-2019, Subprogramme 3 on healthy & productive ecosystems, specifically to Output 1. Methodologies, partnerships, and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of ecosystems, as well as the GEF Focal Area 3-Land Degradation.
38. The Expected Accomplishments for the project listed as: a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.; b) Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems; c) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services
39. In the initial phase, proposed implementation period was 36 Months (3 years) starting with the GEF approval on 31 August 2015 and expected completion as of 30 September 2019. In implementation period, completion date amended to January 2020, while financial closure officially completed in June 2020.
40. The Project total budget was US\$ 8,150, 000, as a sum of US\$ 1,900,000 GEF Allocation and US\$ 6,250,000 co-financing from the project partners and external funding via WRI. Actual expenditure from the GEF share reported as 1,866,537.60 as of 30 June 2020, and total co-financing (cash and in-kind) contribution of 7.477.319 USD, which means a 1.227.319 USD additional co-financing generated for the project.
41. World Resources Institute carried out the project activities in coordination with UNEP and cooperating with its institutional partners in pilot countries India, Indonesia, Niger, Ethiopia, and Kenya. These partners include the pilot country governments via their specialised institutions or departments under relevant ministries, as well as the local/national WRI Offices (especially in India and Indonesia)
42. As being a Medium Sized Project, no official external Mid-Term Evaluation/Review conducted within the project timeline. Instead, the findings of the PIR for year 2018 considered as MTR in the implementation process. In line with the UNEP Evaluation Policy and the UNEP Programme Manual, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.
43. This Terminal Review, prepared in line with the UNEP Management-Led Terminal Reviews guidelines and formats, has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and WRI. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.
44. The Terminal Review also aims to inform the relevant officers, experts, and partners of UNEP, WRI, pilot country government institutions, NGOs, academia, co-financiers and other institutions involved in the project implementation processes.

REVIEW METHODS

45. This Terminal Review conducted under the overall responsibility of the GEF Biodiversity and Land Degradation unit in cooperation with the UNEP Evaluation office, in cooperation with the UNEP GEF Task Manager and relevant Executing Agency (WRI) Officers.
46. The framework defined in the inception phase, based on the review of the project documents provided by the UNEP project team, for its design quality, stakeholder analysis, theory of change and the results framework. The proposed methods for data collection shared in the Inception Report for the Terminal Review, as provided in Annex III of this report.
47. Main information resource for this review were the official project documents, technical and financial progress reports, recordings of the online meetings with the relevant persons from UNEP, WRI and other partner institution or stakeholder contacts from the pilot countries involved in the project in different stages of country level implementation.
48. The **desk review** of the project documentation provided by the UNEP project team, used in designing the review framework at the inception phase. Review of additional documents shared or referred by the current and former WRI Officers met online in the review process contributed better understanding of the project implementation and cross-check key issues raised in these meetings. A list of key documents consulted in the review, provided in Annex IV.
49. **Online interviews** conducted in the main review phase as the main tool for data collection from the relevant implementing and executing agency officers, and key stakeholder contacts, recommended by WRI based on their level of involvement to project in pilot countries. This method selected and used regarding the logistical, operational and resource limitations in conducting physical face-to-face meetings for all pilot countries due to the geographical coverage of the project. The persons consulted during the review process listed in Annex II.
50. These discussions focused on receiving the responses from the interviewees mainly on; how and when they/their institution involved to the Project; project's contribution to their approach and operations on FLR; how they evaluate the involvement and ownership of the key stakeholders, namely local and national governments, NGOs, and others; if the methodology used in the Project and process facilitated achieving its targets and contributing the countries and stakeholder institutions; challenges they faced or observed in the implementation process, how they were solved, and lessons learned from the project implementation, and other country or institution specific issues found beneficial to elaborate in the meetings.
51. A **field visit** to one of the pilot countries was proposed in the inception period by the TR Consultant. In the initial online interviews, WRI Officers recommended Kenya for the field visit, considering the achievements, conditions, and progress in the project implementation in the country. This visit could not be realized due to receiving no response from the recommended contact persons from the country partner institution (KFS), to discuss the details of the visit and TR process, despite the attempts of TR Consultant and UNEP Review Programme Assistant.
52. Some **limitations to the review** not foreseen in the inception period occurred in the main review process, especially affecting the timely progress of its completion. First one was the inconvenience in the personal conditions of the TR Consultant mainly due to health problems emerged in different times of the review period, and effects of socio-economic/psychological conditions appeared in aftermath of the devastating earthquake in consultant's country, Türkiye, in the review process
53. The second important issue emerged as the main critical limitation was in contacting and receiving the response of the key persons from the stakeholders involved in the implementation, as almost four years passed since the finalisation of the project implementation, and their participation to the project activities. A list of contact persons from key partner and stakeholder institutions in the pilot countries provided by WRI in the inception phase, based on their involvement to the project implementation. In the first step of the data collection process, TR Consultant first conducted an e-communication process via e-mails sent directly by TR Consultant or via WRI officers to establish contact with these recommended persons. At the end of this period, only the former WRI Coordinator of Kenya (who also supported the Global part of the project), an external expert recommended by WRI India who involved in the Project activities in Madhya Pradesh, and (soon after the second request to WRI) a WRI Indonesia officer and the planning manager of the national

partner institution BRGM responded for an online meeting/interview. This issue also appeared in the process of receiving stakeholder comments to the draft TR report, with only one feedback from 18 key persons whom UNEP shared the document for comments.

54. Despite the efforts of TR Consultant and WRI Officers to increase the engagement and consultation opportunities with the most relevant persons for the TR in pilot countries, especially the main key stakeholder institutions, these contact persons did/could not respond to the e-mails of TR Consultant or other attempts of WRI, and UNEP Officers. The reasons for the problems in accessing the key contacts/ persons in the countries, found as their move to other institutions or retirement. One example is the response from a KFS Officer in Kenya, in a phone conversation of UNEP Evaluation Programme Assistant, indicating the retirement of the key contact for the project, and no other official contact name provided by the institution. The only special case is the political situation in Niger, emerged with a coup in the country in July 2023, the TR period, considered as a critical issue by TR Consultant and concerns on the uncertainty in the country shared with UNEP Evaluation Manager.
55. TR Consultant made his best effort to compensate the potential effect of these limitations to the result of the review process with an additional review and cross-check of the data collected from the interviews with the project reports and other documentation received from UNEP, WRI Officers and/or other external sources involved to project implementation. Also, as the TR Consultant could not conduct an ideal ToC review with sufficient stakeholder contribution, he compiled a basic structure mainly based on the reviewed Results Framework of the project. A no-cost extension issued by UNEP for the TR Consultant to cover the additional time required to compensate the above issues for a better review process and its reporting, considering above issues.
56. This TR has been carried out using a set of 9 commonly applied review criteria: (1) Strategic Relevance , (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness, (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues, in line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations,
57. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.
58. The following key strategic questions provided in the Terms of Reference for the TR considered in defining the evaluation methodology and reporting:
 - Q1: To what extent has the Project advanced forest landscape restoration (FLR) in the target countries and beyond?
 - Q2: What are the most successful examples of FLR enabled by the project and potential for their scaling-up?
 - Q3: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?
59. Throughout this review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All audio-visuals were recorded, and other information gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN Standards of Conduct.

Table 2: Respondents' Sample

Category	Entity	# people (M/F)		respondent	
		involved	contacted	# (M/F)	%
Project/ Task Manager(s)	Implementing agency - UNEP	2 (1/1)	2 (1/1)	2 (1/1)	100

Project team (HQ and Field)	Executing agency - WRI	6 (4/2)	5 (3/2)	4 (2/2)	80
Project partners (collaborating/contributing ¹)	National Government Institutions (contacts)	5(5/0)	5(5/0)	1(1/0)	25
Beneficiaries	Local government/ Committee Members	1(1/0)	1(1/0)	1(1/0)	100

¹ Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

THE PROJECT

A. Context

60. According to the Global Partnership on Forest and Landscape Restoration (GPFLR) more than two billion hectares of the cleared and degraded forest lands—an area twice the size of China—offer opportunities for forest landscape restoration. This includes 700 million hectares in Africa, 400 million hectares in Asia, and 500 million hectares in Latin America. “Degraded land” refers to areas that have had their natural forest cover cleared or significantly diminished, and now contain low levels of biodiversity and low stocks of carbon (below 40 tons per hectare). These lands do not necessarily have poor soil quality; rather they are “degraded” relative to forest that was there before.
61. Degraded lands adversely affect the livelihoods, economic well-being, and nutritional status of more than one billion people in developing countries through losses in agricultural productivity and ecological function. Moreover, degradation disproportionately affects the most vulnerable and poorest people who depend on the land and its natural resources for their survival. Restoring degraded land contributes to the broader goal of achieving sustainable landscapes and balancing the needs of agriculture and ecosystem service provision.
62. Three restoration strategies—climate smart agriculture, restoration, and avoided deforestation—mutually reinforce one other if implemented effectively. Restoring land into agriculture and agroforestry can increase total food production and lay the foundation for reducing pressure to convert natural ecosystems. At the same time, effective strategies for avoiding deforestation are necessary to make converting the forest frontier a more expensive option (politically, economically, and/or legally) than restoring degraded lands or investing in increased productivity on existing agriculture lands. Furthermore, restoring degraded lands into forests is important to provide the ecosystem services needed for climate smart agriculture and relieving pressure on primary forests. The project focuses on restoration in integrated landscapes linking forests and tree-based practices thereby contributing to the wider sustainable landscape goal and its interaction with the complementary strategies of avoided deforestation and climate smart agriculture.
63. The five countries were chosen based on factors that include: ecological opportunities for restoration, presence of enabling conditions to allow restoration at scale, political interest from key stakeholders, WRI presence or strength of partners, and population and poverty demographics. In summary:
64. Ethiopia: decades of degradation that offers large-scale restoration opportunities, political buy-in from the Ministry of Environment and Forests but not yet a formal commitment to the Bonn Challenge, success stories that could be scaled in Tigray and Humbo regions.
65. Niger: major concerns on desertification, strong relations with the Ministry of Environment and Sustainable Development as well as the Ministry of Agriculture, success of farmer-led re-greening efforts of more than 5 million hectares that can be replicated and scaled.
66. Kenya: strong relations and existing relevant grants from Germany’s BMU with the Clinton Foundation and Green Belt Movement; commitment from the government for large-scale tree planting efforts that could be positively influenced through data and analyses to focus in priority areas.
67. Indonesia: political commitment from the Ministry of Planning (BAPPENAS) but small and growing commitment from the Ministry of Forests who controls approximately 70% of the land in Indonesia, existing maps of degraded lands in Kalimantan, Papua, Sumatra and Sulawesi, several small-scale restoration projects for forests and peat lands that could be scaled up.
68. India: launch and funding of the first Agroforestry Mission in February 2014, approval for funding of the Green India Mission, strong history of restoration of watershed areas in Karnataka that could be replicated and scaled.

B. Objectives and Components

69. The goal of the Project defined in the Project Document (p.29) as *“to advance the building of a foundation for forest landscape restoration at scale”*. The project is based on a global strategic framing of priority actions for scaling up successful restoration, with a focus on the five pilot countries of Ethiopia, Kenya, Niger, Indonesia, and India.
70. The approved objective of this project is *to contribute to the creation of more sustainable landscapes and to integrate sustainable land management with complementary strategies such as avoided deforestation and climate smart agriculture*. In other words, the project proposed to *help to achieve large-scale landscape restoration and revitalize degraded lands and forests*.
71. Components with expected outcomes and proposed outputs presented below, and the Results Framework in Annex VII of this report.

Table 2: Project Outcomes and Outputs by Component

Component	Project Outcomes	Outputs
1. Increased political inspiration, support, and ambitious commitments to forest landscape restoration/ REDD+ actions in Ethiopia, Kenya, Niger, Indonesia, and India.	1.1. Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits	1.1.a Restoration Opportunity Mapping that quantifies the area of opportunity in each country based on the best local knowledge and science developed, tested and applied in the candidate countries. 1.1.b Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country
	1.2 Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020	1.2.a Pledged contributions drafted to the Bonn Challenge (hectares)
	1.3 High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally	1.3.a Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration
2: To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation.	2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. Decision makers empowered.	2.1.a Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps. 2.1.b Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic
	2.2. Increased capacity of key actors and institutions to assess	2.2.a Policymakers, thought-leaders and/or journalists participating in

	the potential for and implement forest and landscape restoration actions at scale	exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors. 2.2.b Technical exchanges between countries and at the sub-national level
3: To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration.	3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country	3.1.a Restoration Opportunity Fund(s) designed (national and broader in scope potentially) 3.1.b Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration.
	3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally	3.2.a Method for establishing baselines and monitoring changes in biomass established

C. Stakeholders

72. Project Document (p.20) mentions; “WRI consulted with national-level stakeholders in each pilot country to identify key stakeholders and to engage them in preliminary discussions about their roles and means of engagement in project implementation, through the work of national consultants and the organization of stakeholder workshops at the national level, during the project preparation phase.”
73. The Project stakeholder analysis defines six stakeholder groups: 1. Governments, 2. Private Sector (with 3 sub-groups), 3. NGOs, 4. Local people/ communities, 5. Donors and policy makers, 6. Researchers and Academia, compiled under below topics considering their function or involvement to the project.
74. **Partner Executing Agencies** were the agencies at the national level, who had a lead role in joint decision-making regarding implementation of country level activities and participate in workshops and country level activities. In Indonesia, Peatland and Mangrove Restoration Agency (BRGM) under Presidency of Indonesia; in Ethiopia, Environment, Forest and Climate Change Commission (EFCCC); in Kenya, Kenya Forest Service (KFS), Kenya Water Towers Agency (KWTA), Government of Makueni County; in Niger, Ministry of Environment – Forest Service (Eaux et Foret), Ministry of Environment – Monitoring and Evaluation Center (CNEDD), University of Niamey (Agronomy faculty + CRESA), University of Niamey (Agronomy faculty + CRESA) were the partner agencies involved in the execution of the project.
75. **Consultative partners** are already working globally or nationally on FLR to be consulted regularly in a collaborative context with respect to the roll out of the project. Some consultative partners are furthermore co-financiers of FLR globally and regionally. These include the German Ministry of Environment, Nature Conservation, Building and Nuclear Safety (BMU), Norwegian Agency for Development Cooperation (NORAD), Norwegian International Climate and Forest Initiative. The corporate partner of the project was the GIS company ESRI, contributing in-kind for GIS based operations. Also, IUCN and FAO contributed with their technical expertise in the implementation as international expert organisations.
76. **NGOs** at the national level are called upon to participate in and co-lead project activities in the relevant pilot country areas.

77. **Private Sector.** are the entities engaged in the identification of new sources of financing for restoration and analysis of financial viability of restoration investments, and in the identification of investment opportunities.
78. **Local Communities,** especially in the areas selected as the implementation sites in the pilot countries, involved in the project activities and benefiting from the results, as well as the social and operational infrastructure established in their countries or regions.
79. **Researchers and Academic Institutions** involved in the site activities, as well as contributing the technical and site application dimensions of the FLR methodologies, especially ROAM, data collection, verification, and mapping exercises in pilot countries.
80. This review findings, mainly from the progress reports and supporting documents listed in WRI Terminal Final Report in 2019, and online interviews with related persons listed in Annexes, reflect a high level of active involvement from all these stakeholder groups and included in the implementation process, in different levels and contributions.

D. Project implementation structure and partners

81. UNEP, as the GEF Implementing Agency, provided oversight of the project via its GEF Biodiversity and Land Degradation Unit, Ecosystems Division. The Executing Agency, World Resources Institute (WRI) was responsible for the overall coordination of the project activities in cooperation with the Implementing Agency, and the partner institutions in the five pilot countries, via its local offices or representatives. The WRI led initiative Global Partnership on Forest Landscape Restoration (GPFLR) who has a global mandate to coordinate FLR at the global level, and Global Restoration Council (GRC) also defined as supporting/cooperating initiatives for the project.
82. Project partner institutions defined in ProDoc and involved in the implementation in different levels were: Peatland and Mangrove Restoration Agency (BRGM) (Indonesia), Environment, Forest and Climate Change Commission (Ethiopia), Kenya Forest Service (Kenya), Kenya Water Towers Agency (Kenya), Government of Makueni County (Kenya), Ministry of Environment – Forest Service (Niger), Ministry of Environment – Monitoring and Evaluation Center (CNEDD) (Niger), Regional Center for Specialized Learning in Agriculture (CRESA) (Niger), University of Niamey (Agronomy Faculty) (Niger), National Agroforestry Institute (INRAN) (Niger)

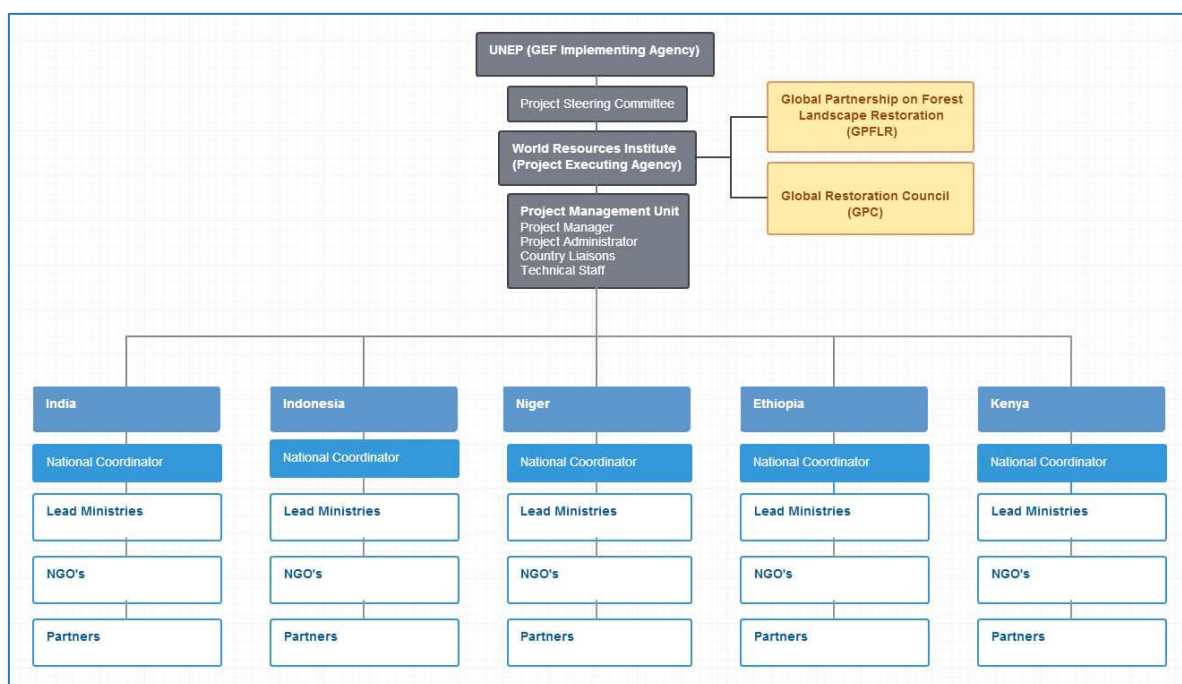


Figure 1: Organigram of the Project as in the ProDoc

E. Changes in design during implementation

83. The project implementation period extended with two no-cost extension amendments to the agreement between UNEP and WRI dated 11 April 2015, first signed on 17.04.2019, and second on 20.12.2019. With these amendments technical duration of the agreement extended to 30 November 2019 and the validity date to 31 May 2020
84. As reflected to the Project Implementation Reports (PIR-2018) and Quarterly Expenditure Reports, the budget allocations by components re-defined with the only project revision dated January 2018. With this revision, the allocations by components revised as provided in Table 3. below in next section.
85. Review of the Progress reports (PIR) shows the outcomes defined slightly different from the original approved ones in the ProDoc, but keeping the same content, with more explanatory expressions and reference numbers where necessary.

F. Project financing

86. The total approved budget for the project's implementation was 8,330,500 USD covering 1,900,000 USD GEF project grant, 180,500 USD UNEP agency fee and 6,250,000 USD cash and in-kind co-financing from UNEP, WRI and from various donor agencies.
87. According to the project's financial progress and co-financing reports, a total of 1,866,537.60 USD (98,24%) of the GEF project grant was spent, leveraging a total amount of 7.477.319 USD (119, 64%) co-financing (5,211,561 USD secured in-cash and 2,265,758 USD in-kind) were spent as of 30 June 2020 (see the tables below):

Table 3. Expenditure by Outcome/Output (GEF Budget) (USD)

Components	Approved cost at design	Revised Budget (Jan.2018)	Actual Cost/ expenditure	Expenditure ratio (actual/ planned)
Component 1	579,048.00	674,813.85	674,813.85	100,00%
Component 2	760,000.00	719,711.22	719,747.50	100,01%
Component 3	470,477.00	440,472.26	440,435.54	99,99%
Monitoring & Evaluation	90,475.00	65,002.72	31,540.72	48,52%
TOTAL	1,900,000.00	1,900,000.05	1,866,537.60	98,24%

Table 4. Budget at design and expenditure by budget categories (in USD) (GEF Funding)

Budget categories	Planned	Actual exp.	% Difference	% from total exp.
Project personnel	663.009,68	663.009,68	100,00	35,52
Consultants	113.672,74	114.521,60	100,75	6,14
Travel on official business	119.266,26	119.532,11	100,22	6,40
Sub-contracts (supporting organisations)	799.467,41	794.676,98	99,40	42,57
Group training	37.497,28	37.533,57	100,10	2,01
Meetings/ conferences	117.497,81	118.460,66	100,82	6,35
Reporting costs	18.626,87	18.803,06	100,95	1,01
Evaluation	30.962,00	0,00	0,00	0,00
TOTAL	1.900.000,05	1.866.537,66	98,24	100,00

- Figures reflected from the Financial Progress Report dated 22 November 2019

Table 5. Co-financing contributions by organizations and by type of contributions

ORGANISATION	CASH		IN-KIND		TOTAL	
	Committed	Received	Committed	Received	Committed	Received
WRI	500,000	1,013,455			500,000	1,013,455
BMUB	400,000	151,921			400,000	151,921
Clinton Foundation	200,000	86,408			200,000	86,408
Norway	4,000,000	3,959,777			4,000,000	3,959,777
Niger			250,000	236,550	250,000	236,550
Kenya			250,000	895,315	250,000	895,315
Ethiopia			250,000	200,593	250,000	200,593
UNEP			300,000	-	300,000	-
ESRI			100,000	933,300	100,000	933,300
TOTAL	5,100,000	5,211,561	1,150,000	2,265,758	6,250,000	7.477.319

- Co-financing figures as of October 2019 reported in 2019 co-financing report.

THEORY OF CHANGE AT REVIEW

88. The Project Document do not present an explicit Theory of Change structure with figures, but indicates the Results Framework developed to define the theory of change in Appendix 6, Page.91:

“The Results Framework was developed to define the theory of change and the relationship between the three components and their outputs and activities. The Results Framework and Workplan will be updated on a quarterly basis and used as a tool for monitoring project progress for adaptive management. Responsibilities for monitoring and evaluation are assigned to the various executing institutions. The WRI Project Management Team will be responsible for developing the system and process to gather and maintain data related to the different indicators included in the Results Framework.”

89. The review of the project documents, especially the progress reports, reflect no critical changes for the results framework or design of a specific ToC conducted in the implementation period. The Results Framework table of the project document reviewed in the inception phase and TR consultant recommended a minor revision/ rephrasing of the Project Objective part, to identify the global and specific goals of the project. The overall structure in the matrix used without major changes, but some re-wording, and component level expressions, rephrased as the intermediate state/ results, as given below in Table 6.

Table 6. Reformulation of Theory of Change/ Results Framework

Formulation in original project document(s)	Formulation for Reconstructed ToC at Review (RTOC)	Justification for Reformulation
LONG TERM IMPACT		
To catalyze and support multiple processes designed to contribute to forest landscape restoration across millions of hectares by the end of 2020.	Large-scale landscape restoration and revitalization of degraded lands and forests (catalyzed across millions of hectares)	Long term impact implicitly defined in “project global objective” in the project document. There are also complementing “strategic objective/goal” and “approved project objective” expressions in relevant sections of the project document. Considering their content, complementing each other, a combined wording proposed for the long-term impact, for the ToC at inception. Details given in Annex G. Results Framework Review of the Inception Report
INTERMEDIATE STATES		
N/A	Increased political inspiration, support, and ambitious commitments to FLR/ REDD+ actions in five pilot countries.	Expression on intermediate states for the project not specifically and clearly defined and provided in the project document. Practically using the expressions of the project components, which also found to refer a level of result between outcomes and goals/ impacts, intermediate states defined for the ToC in review.
N/A	Enabled/ enhanced legal, policy and planning conditions for large-scale restoration.	
N/A	Catalysed large-scale implementation of forest restoration	
OUTCOMES	Not reformulated for the review	
OUTPUTS		

90. The Mid-Term and Terminal Reviews/Evaluations of a project provides an opportunity to review the project results framework based on the experience raised in the implementation process and reformulate a ToC.

91. Unfortunately, TR Consultant could not conduct an ideal ToC review process with sufficient stakeholder contribution, due to the limitations defined in Section II (paragraph 50, page 14), but compiled a basic structure mainly based on the reviewed Results Framework, and the discussions with the interviewees in the review process.

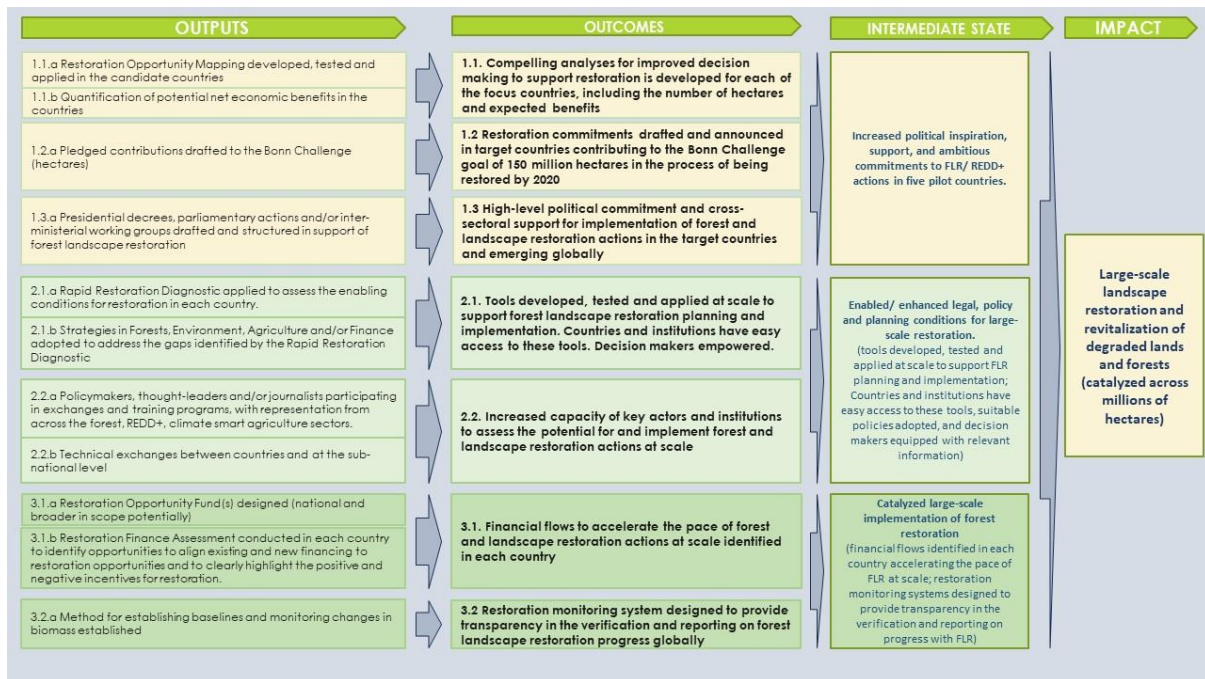


Figure 2. Theory of Change at Review

REVIEW FINDINGS

G. Strategic Relevance

Alignment to UNEP MTS, POW and Strategic Priorities

92. The approved Project Document refers the relevance to UNEP Ecosystem PoW 2014-2017 in Section 1. Project Identification and indicates “project is also closely linked and feeds into UNEP’s work stream on ‘landscape management of productive ecosystems’ as part of the Ecosystem Management sub-program.” In Section 2.7.
93. The project is consistent with the Ecosystem Programme of Work for 2014-2017, and “specifically addresses UNEP’s expected accomplishment of “use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased”, with an emphasis on Output 1. Methodologies, partnerships, and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of ecosystems” as defined in the Project Document.
94. The most recent project documents and progress reports refer to the relevance to PoW 2018-2019, linking to the Sub Programme 3 on Healthy and Productive Ecosystems.
95. A clear reference to Bali Strategic Plan and South-South Cooperation not given in the project document, but link to the UN REDD programme mentioned as: “The project is complementary to UNEP’s involvement in the UN-REDD Programme, as is touched on in section 3.1.” (ProDoc p.24).

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory

Alignment to UNEP/GEF/Donor Strategic Priorities

96. The relevance of the project to GEF-5 Focal Area in Land Degradation and other non-GEF priorities explained in Section 2.2. and 2.7. of the Project Document.
97. The project is consistent with the objectives of the GEF 5 Focal Area in Land Degradation to contribute to arresting and reversing current global trends in land degradation, specifically desertification and deforestation. The project activities are designed to contribute to the overarching outcomes of 1) enhanced cross-sector enabling environment for integrated landscape management, and 2) increased investments in integrated landscape management” as defined in the Project Document.

Rating for Alignment to UNEP/GEF/Donor Strategic Priorities: Highly Satisfactory

Relevance to Global, Regional, Sub-regional and National Priorities

98. Project outcomes contribute the achievement of the country level UNDAFs, as defined in the Project document, as well as the National Plans and commitments on climate change and land degradation.
99. The related SDGs and indicators the project contributes mentioned in the project reports as; 2.4.1 - Proportion of agricultural area under productive and sustainable agriculture ; 6.3.2 - Proportion of bodies of water with good ambient water quality; 15.1.1 - Forest area as a proportion of total land area; 15.2.1 - Progress towards sustainable forest management; 15.3.1 - Proportion of land that is degraded over total land area; 15.9.1 - Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

Complementarity with Existing Interventions/ Coherence

100. The project has strong linkages to the WRI led Global Partnership for Forest Landscape Restoration (GPFLR) and Global Forest Watch Initiative (GFW), as well as UN-REDD, as explained in detail especially in Section 2.4. and Section 2.7. of the Project Document.

101. The pilot country activities in Africa, contributes and complements the targets of the AFR 100 Initiative, supported by NEPAD, aims establishing, sustaining and monitoring the cooperation between African countries on their FLR commitments.

Rating for Complementarity with Existing Interventions/ Coherence: Highly Satisfactory

Rating for Strategic Relevance: Highly Satisfactory

H. Quality of Project Design

102. Main issue with the Project design, also considered as the main strength, is using a strategic approach based on the existing information collected, compiled, and improved with the global and country level work of WRI led initiatives in cooperation with other institutions and national governments. This helps to define the results framework (as a presentation of the ToC) more realistic and concise to contribute success of achieving the project targets/ outcomes.

103. The design process starting with the identification process, found to comply with the GEF Process, required formats and contents. High level of the required content exists in the ProDoc, with some negligible issues, for example, the knowledge management, not explicitly presented in a specific section in the ProDoc, but the necessary issues explained under relevant topics in other sections throughout the main text.

104. The design quality of the Project evaluated as “Satisfactory” in the inception period, as summarized in below Table 7.

Table 7. Project Design Quality Ratings

	SECTION	RATING ²	WEIGHT	TOTAL (Rating x Weight)
A	Operating Context	5	0.4	2
B	Project Preparation	5	1.2	6
C	Strategic Relevance	5	0.8	4
D	Intended Results and Causality	5	1.6	8
E	Logical Framework and Monitoring	5	0.8	4
F	Governance and Supervision Arrangements	5	0.4	2
G	Partnerships	5	0.8	4
H	Learning, Communication and Outreach	4	0.4	1.6
I	Financial Planning / Budgeting	5	0.4	2
J	Efficiency	5	0.8	4
K	Risk identification and Social Safeguards	5	0.8	4
L	Sustainability / Replication and Catalytic Effects	5	1.2	6
M	Identified Project Design Weaknesses/Gaps	4	0.4	1.6
		TOTAL SCORE:	WEIGHTED	4.92

Rating for Project Design: Satisfactory

² Rating scores: 6=highly satisfactory, 5=satisfactory, 4=moderately satisfactory, 3=moderately unsatisfactory, 2=unsatisfactory, 1=highly unsatisfactory, 0=not applicable

I. Nature of the External Context

105. Sections “3.4. Intervention Logic and Key Assumptions” and “3.5 Risk analysis and risk management measures” in the approved project document, refers to potential risks and external context, recommending measures for risk management.
106. The most relevant external issue to have possible effect on the project implementation mentioned in the interviews, as the country or local level political situations especially in pilot African countries, as well as changes in governments, ministers, or other assigned key persons also in other pilot countries.
107. The review of the project progress reports and interviews with the key persons listed in the Annexes, reflects an effective management of external risks that may affect the implementation, coordinated by the executing agency WRI in cooperation with UNEP and implementing partners. The overall risks reported as Low or Moderate in progress reports, with information on the proposed and implemented mitigation activities.
108. The Covid-19 pandemic related issues emerged by early 2020 do not apply for the project, as the implementation period was completed by September 2019.

Rating for Nature of the external context:	Favourable
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J. Effectiveness

109. The project objective, outcomes, outputs, indicators, priority activities, and assumptions given with baseline and target values in the project results framework matrix and in a separate table (Table 1. / p. 37) by country and components in the Project Document. There are 11 outputs with 11 indicators, and 7 outcomes with 8 indicators in total, defined for the project.

Availability of Outputs

110. The review findings show the project highly delivered its outputs complying with the project indicators and their target values defined in the project document results framework, in a high quality and well organised, effective management and implementation.
111. This high-level achievement of the outputs coordinated by the executing agency in cooperation with its national/local partners and implementing agency UNEP, found to contribute the efforts of the beneficiary country governments on establishing mechanisms via establishing solid and operational tools for policy development, adaptive management, M&E, community level inclusion and multi-level stakeholder cooperation for FLR.
112. Detailed information on the availability of outputs, progress description, and short explanations for deliverables and achievements for each output and their activities by countries, based on the review of PIRs, presented in Annex X of this report.

Rating for Availability of Outputs: Satisfactory

Achievement of Project Outcomes

113. The Project Document mentions the project (executing parties) will pursue a three-part strategy to accelerate the progress of restoration in the focus countries and mobilize support for priorities activities that have been identified through an analysis of the current situation in each country.
114. The three main components of this strategy are:
1. Inspire ambitious commitments to restoration: Make the case for the benefits of restoration and secure commitments to the Bonn Challenge, a ministerial challenge to bring 150 million hectares of degraded and deforested land under restoration by 2020.
 2. Get the right enabling conditions in place: Identify and address issues that hinder forest landscape restoration at scale in the priority countries.

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

115. The review findings confirm that the support of strong commitment and active cooperation of the project executing agency, implementing partners in the pilot countries, cooperating international organisations and all other key stakeholders of the project, contributed to a high level of achievement in expected outcomes of the project within the approved (including the amendments) timeline and budget.
116. The post-completion period found to have opportunities to reach a full achievement status, especially by increasing the missing amount of the country level commitments of Indonesia and Kenya, considering the responses in TR interviews, reviewed project documentation, continuing efforts and operations of WRI on FLR (GFW, GRI, GPFLR) and other initiatives (AFR100, etc.)
117. The “indicator description” and “end of project target” explanations used in the PIR reports (indicated as blue in the tables below) differ from the text in the original project document. The review of these text shows the revised ones written in an explanatory content or rephrasing of the original one, not having a critical affect to the results framework or outcomes sstructure.
118. Review notes on the achievement of project outcomes under project components, with reference to the indicators presented in below.

Component 1- Increased political inspiration, support and ambitious commitments to forest landscape restoration/REDD+ actions in Ethiopia, Kenya, Niger, Indonesia, and India

119. The three main outcomes of the component achieved with the use of the results from the country specific implementation of the ROAM methodology on restoration opportunity mapping and analysis of the cost-benefits based on this mapping exercise, in the high-level commitments to the Bonn Challenge goals and setting improved national priorities in all pilot countries.
120. Also, the establishment and operationalisation of the local, national and inter-governmental level working groups and initiatives like AFR100, as well as improvement of local capacities with capacity development activities and informative materials for field experts, local communities and other key stakeholders who actively involve in FLR on site, contributes this achievement level.

INDICATOR	BASELINE	TARGET	ACHIEVEMENT (as reported in PIR 2019/WRI Final Report)
Outcome 1.1. Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits			
# of compelling analysis presentations to decision-makers including the different roles that gender plays in restoration activities	0	Develop land use potential maps (5) and document successful cases of restoration (5) for each country/ <i>Decision makers cited ROAM data, findings or recommendations at least twice in each country</i>	Kenya, Ethiopia, India, and Indonesia have produced landscape restoration atlases. India and Niger have produced landscape baseline assessments and/or stocktaking that aid decision making. Kenya’s Makueni County has used ROAM data in their county-level ROAM assessment and action plan. ROAM Data was also used by the national restoration working group in the development of a national FLR action plan.
Outcome 1.2 Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020			
Area of hectares committed to Bonn Challenge/ <i>international platforms on restoration</i> goal by each country	Ethiopia has committed 15M ha to the Bonn Challenge	100% of quantified areas for national and landscape level restoration adopted as commitments by each country/ <i>Ethiopia: 15M ha; Kenya: 10M ha; Niger: 3.2M ha; India: 13M</i>	Ethiopia: 15M ha Kenya: 5.1 M ha Niger: 3.2 M ha India: 21 M ha Indonesia: 0.3 M ha While Ethiopia and Niger made commitments that are in line with the end of project target, and India surpassed this amount, Kenya and Indonesia ended up making final commitments that were lower than expected at the beginning of the project. However, the actual number of

		<i>ha; Indonesia: 10M ha</i>	hectares committed totalled 44.6 million ha, while the target total number of hectares was 51.2 million.
Outcome 1.3 High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally			
Increased political momentum to implement forest and landscape restoration/ # of decisions that reflect the needs and priorities of populations affected by forest landscape restoration proposed by the working group that are adopted by target country governments	Political interest from key stakeholders and presence of enabling conditions	Country uptake and ownership of the restoration agenda through established working groups, committees and continued engagement/ <i>Decision that reflects the needs and priorities of populations affected by forest landscape restoration, is proposed by the Working Group in each country, and is adopted by target country governments</i>	Working groups have been created and are actively working to make decisions on forest and landscape restoration implementation in all five focus countries. In Kenya, the working group is drafting a National FLR Action Plan that will detail where, how, and with who FLR should be carried out to achieve Kenya's restoration target and achieve its related outcomes. In Niger, WRI supported the government in the concretization of amendments of the forest law to ensure farmers' rights on trees on their farms and agroforestry parks. An implementation decree, 2000-040 of June 8th, 2004 was adopted in March 2018 with focus on restoration and farmland management. The decree supports FMNR in its practice but fails to provide relevant details on farmers' rights. WRI assisted further work to implement a new decree that supports FMNR and considers the rights of farmers. In Ethiopia, discussions were started on establishing an inter-ministerial platform on restoration but changes in government have slowed down progress.

Component 2: To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation.

121. The two main outcomes of the component achieved via developing, testing, applying, sharing the forest landscape restoration diagnostics, planning and implementation tools for key stakeholders in countries and institutions and providing easy access to these tools, especially via online portals.
122. This also supported with capacity enhancement of the key actors in governments, NGOs and related sectors operating on forestry, CSA, REDD related issues, and exchange of information, establishing cooperation between these sectors, pilot countries and beyond.

INDICATOR	BASELINE	TARGET	ACHIEVEMENT (as reported in PIR 2019/ WRI Final Report)
Outcome 2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. Decision makers empowered.			
# of institutions using tools developed and tested by WRI to plan or implement forest landscape restoration/ # of institutions systematically using ROAM findings, strategies and recommendations	0	At least 10 executing partner agencies used ROAM findings to develop final plans	India has completed restoration opportunity mapping at the national level and at the landscape level in Sidhi district. Indonesia has completed ROAM analyses for the two priority landscapes, with results disseminated to the public. Indonesia also launched an alpha version of a restoration stocktaking platform that compiles restoration activities conducted by non-state entities, and this platform has now been included in a platform dedicated to peat restoration, as well as a ROAM video in Bahasa Indonesia. Kenya has carried out ROAM at the national level through a technical FLR working group comprised of more than 12 different institutions. ROAM has

<p><i>as part of their forest landscape restoration planning or implementation</i></p>			<p>also been carried out at the county level in Makueni County with key stakeholders. WRI, with FAO, will soon be launching a global guide to developing a monitoring framework which will guide users to identify the indicators to monitor based on their specific goals of restoration activities.</p> <p>Ethiopia upgraded the ROAM from local level to the national level, benefiting from the restoration diagnostic work conducted in Sodo Guragie and Meket Woredas. Not only key strategic actions developed and implemented by the Government, also the national tree-based landscape restoration potential maps presented in “National Potential and Priority Maps for Tree Based Landscape Restoration in Ethiopia (version 0.0): Technical Report” identifying where trees can contribute the various stakeholders in different sectors (agricultural, forest, water, energy, and livestock) to their objectives under the Growth and Transformation Plan (effective in the project implementation period)</p>
<p>Outcome 2.2. Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale</p>			
<p>% increase in individual knowledge and skills through trainings and exchanges # of institutional capacity barriers addressed/ % of participants increase their knowledge as a result of tailored training curriculum. <i>Disaggregated by gender</i></p>	<p>0</p>	<p>to be defined by Rapid Restoration Diagnostic report/ 80% of participants increase their knowledge as a result of training curriculum</p>	<p>Workshops in all the priority countries have continued to provide the forum for training and increased capacity of actors and organizations to implement forest and landscape restoration actions. In Indonesia an alpha version of a restoration stocktaking platform was launched that compiles restoration activities conducted by non-state entities, and this platform has now been included in a platform dedicated to peat restoration, as well as a ROAM video in Bahasa Indonesia. These tools have allowed for a much broader uptake of restoration planning tools.</p> <p>In India, the project team adapted the ROAM to suit the Indian context by focusing on the flow of multiple ecosystem services, livelihoods assessment for identifying benefits to local population, role of institutions and networks and integrating concerns around land tenure, governance, gender and social inclusion.</p>

Component 3: To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration.

- 123. This component is related to the financial sustainability and monitoring of the results.
- 124. The first part has prepared restoration finance assessments and site-specific cost-benefit analysis reports to be used in interventions on restoration efforts by the local communities, private sector and all relevant parties. This information shared with all relevant authorities and also supported the operationalisation of Land Accelerator initiative of WRI in pilot countries.
- 125. The project established an important database and information sharing infrastructure for the monitoring of the actual FLR progress worldwide and in the pilot countries. The online “restoration atlas” portal/digital platforms operated by WRI, developed with compiling the information from the pilot country level database and technical reports prepared under the project activities.

126. In this process, the data collection and updating method of Collect Earth Maphatons found to be an important method for involving the communities and experts in local level by establishing a kind of citizen science platform as well as building local technical capacity.

INDICATOR	BASELINE	TARGET	ACHIEVEMENT (as reported in PIR 2019/ WRI Final Report)
Outcome 3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country			
# WRI actions to identify resources, convene key parties to build momentum, or advocate for resources/ <i>Amount of \$ committed to forest landscape restoration benefiting 5 targeted countries unlocked by WRI engagement</i>	0	9 (one per country and follow-up actions as needed)/ <i>\$10 million pledged.</i>	Globally, more than \$3 billion have been earmarked by impact investors for restoration activities, with \$481 M of that committed under AFR100 and \$2.6 billion committed under Initiative 20x20 for restoration projects in Africa and Latin America, respectively. Additionally, WRI has been working with multiple philanthropic funding organizations, helping match projects with funding opportunities. To date nearly \$2 M have been matched to projects with activities already taking place on the ground. WRI, in partnership with Fledge, has hosted the world's first land use-focused business accelerator program in November 2018, and a the second in September 2019. The accelerators brought together 26 African restoration entrepreneurs to develop important business planning and entrepreneurial skills, culminating in a demo day where the businesses made pitches to private investors. In India, the National Bank for Agriculture and Rural Development (NABARD) - the apex development bank in India, is part of the project team's expert consultative group for implementing landscape restoration in Sidhi. The group will be activated once the team can secure funds for implementing Sidhi's opportunity assessment.
Outcome 3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally			
Progress around designing a restoration monitoring and evaluation system (with specific attention to socioeconomic monitoring and evaluation)/ <i># of best practice methods used to scale up restoration monitoring nationally</i>	No restoration monitoring and evaluation framework in any country	Multi-scale restoration M&E framework, system, protocol, one pilot of an M&E system that accurately reflects progress of forest landscape restoration, and accessible monitoring data on web portal/ <i>5 restoration monitoring methods adopted and in the process of national scale up in 5 target countries</i>	In Ethiopia, change assessments were conducted in 2 landscapes, looking at the years 2010 and 2015. These entailed 4 individual marathon exercises, the results of which are now being published in an official government report. Baseline assessments have been carried out in 2 landscapes in India and 1 landscape in Kenya. Additionally, in Kenya, the Kenya Water Towers Agency adopted the WRI-FAO monitoring framework and used it to develop a national monitoring framework for the water towers. The framework has been officially accepted and a digital platform is now being developed to support long-term monitoring efforts.

127. As previously mentioned, the project is a complementing effort to the WRI and partners' efforts on FLR, via GFW and GPFLR initiatives, which makes the review not so easy to attribute all outcome

level changes to the project itself. Identifying the most relevant information on the actual contribution of the project was the main consideration and concern of the reviewer in the TR process.

128. In the interviews, this issue reflected to the questions and the respondents requested to share the information for their involvement to the related project activities and processes and share any other complementing activity of their (or other) institution different than the project. Main constraint in this process was the existence of various activities of the project partners and other organisations on FLR, which the stakeholders participated in the project period, and to a degree not so much aware of which project or activity it relates to, or think the co-funders organised those activities separately, depending on their perception or approach to the activity.
129. The relevant details from the progress reports, technical reports as project products and interview notes reviewed to identify and cross-check the most project related content and the most relevant information used in this TR.

Rating for Achievement of Outcomes: Satisfactory

Achievement of Likelihood of Impact

130. The review finds the project intervention contributes “the large-scale landscape restoration and revitalize degraded lands and forests” with achieving the defined outcomes in five pilot countries, as described in this report.
131. This is supported with the findings on the existence of a high-level cooperation and coordination mechanisms, especially in Africa with AFR100, established for the achievement of the FLR levels committed by the African country governments. This initiative found to be operational, active and contribute country and regional level site monitoring, reporting and high-level cooperation activities and programs increasing the opportunities and capacities required for the proposed impact from FLR policies and actions in all levels.
132. The efforts and cooperations of WRI (mainly under the GPFLR and GFW initiatives), played an important role to attract and involve the key actors, as well as international organisations (IUCN, FAO, UNEP), provide opportunities in securing the regional and country level dissemination of the project outcomes, and contribute securing financial sustainability opportunities. A review of the documents, online resources developed under the project activities, and other relevant online sources (documents, audio-visuals), especially by IUCN, shows the enhancing FLR capacities and innovative actions worldwide and its contribution to enhancing the capacities of local communities for securing their livelihoods with FLR.
133. Another critical issue is the development, sharing and using the key information on FLR by key stakeholders, for global to site level monitoring of change in landscape, which improved with the restoration mapping and dissemination of information via online portals developed or improved with the project intervention. This provides an important ground for multi-level decision making and operation of FLR activities, supported with the active involvement of the officers and especially local communities trained/informed by the project.
134. All these above contribute the realisation of the conditions referred in the assumptions in the results framework of the project and become the drivers for success. For example, improvement of the existing or established partnerships in the initial phase of the project contributed to decreasing the barriers in use of financial tools and capacities, via introducing innovative tools such as Land Accelerator as well as mobilising support from philanthropic organisations and private sector. Some others can be noted as the collaboration, adoption and use of different tools such as ROAM, community-based and institutional operations for enhancing and M&E for FLR and policies for cooperation for an integrated FLR.
135. So, the highly achieved outcomes of the project intervention increase the potential to contribute to the proposed impact statement.

Rating for Likelihood of Impact: Highly Likely

Rating for Effectiveness: Satisfactory

K. Financial Management

Adherence to UNEP's Financial Policies and Procedures

136. The Project Cooperation Agreement signed between UNEP and WRI on 4.11.2015 defines all operational issues, responsibilities, and procedures on technical and financial processes, including transfer of funds, financial reporting, and audit, in detail. The Agreement provides all necessary policies and procedures in its Annexes (Annex 6-Procurement Policy, Annex 8A&B- Non-Expandable Equipment Documents, Annex9A&B-Third Party Co-Financing Related Forms, Annex 13-Quarterly Expenditure Statement Template, Annex 14-Co-Finance Report Template).
137. The review of the financial reporting documents (expenditure and co-financing reports and fund transfer documents) received from the project team and interviews with the relevant WRI Officers shows both WRI and UNEP Financial Policies and procedures met in the implementation period of the project.

Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory

Completeness of Financial Information

138. The project budget tables in Appendix 1 and Appendix 2 of the Project Document provides the budget figures in component level, by country names and co-financing figures for the proposed expenses, coherently and in sufficient detail.
139. Project Financial Reporting cover the Quarterly Expenditure Reports and Annual Co-Financing Reports prepared by WRI and submitted to UNEP, as can be seen from the review of the relevant project documents. The verification document for the financial operations presented as annual audit reports by WRI, conducted by an independent certified public accountant company.
140. Expenditure and Co-Financing reports provides detailed financial information on approved budget and actual expenditures broken by the project budget lines, prepared by the Project Manager, reviewed, and signed by the authorized finance officer of WRI.
141. Detailed information on the actual budget figures provided in Tables 3,4 and 5 in Project Financing section (page 21) of this TR report, and notes on financial information related issues in Table 8 below.

Rating for Completeness of Financial Information: Satisfactory

Communication Between Finance and Project Management Staff

142. As indicated in the online meeting with the former WRI Project Manager, close coordination established with both WRI FMO internally, externally with the co-financiers and UNEP Project Coordinator in the implementation period, for technical and financial issues.
143. The review of the financial (progress and co-finance) reports reflects the FMO and Project Manager's involvement to the financial process and reporting, as well as disbursements. This also apply to the UNEP side, mainly via quarterly financial reporting.

Rating for Communication Between Finance and Project Management Staff: Satisfactory

Table 8: Financial Management Table

Financial management components:	Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:	S	

Any evidence that indicates shortcomings in the project's adherence ³ to UNEP or donor policies, procedures or rules		No	Reviewed financial and administrative documents do not reflect such a shortcoming from WRI and UNEP side.
2. Completeness of project financial information⁴:		S	
Provision of key documents to the reviewer (based on the responses to A-H below)		S	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	An MS Excel file with GEF and Co-financing budget information shared with the evaluator, indicating the UNEP Budget lines with country level explanations by year and components. Co-financing table indicates the UNEP Budget lines under cash and kind columns, by co-financier.
B.	Revisions to the budget	N/A	No specific budget revision reference document exists in the reviewed documents. Relevant information compiled from the approved budget table and quarterly financial reports, especially the last report on 2019.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Key official project approval documents and agreements between UNEP and WRI shared with the evaluator.
D.	Proof of fund transfers	Yes	Four "Funds Transfer Remittance Advice" documents for transfers to WRI from UNEP, shared in the project financial documents file.
E.	Proof of co-financing (cash and in-kind)	Yes	Annual co-financing report documents by WRI to UNEP, considered as the proof of co-financing, as the project has received co-financing from external donors via WRI.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	The information received not as one summary report but in the quarterly expenditure reports from 2015 Q4 to 2019 Q3.
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes	Audit reports by an external audit company for the years 2016 to 2020 shared with the reviewer.
H.	Any other financial information that was required for this project (list):	N/A	-
3. Communication between finance and project management staff		S	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	The review of the financial (progress and co-finance) reports reflects the FMO and Project Manager's involvement to the financial process and reporting, as well as disbursements. This also apply to the UNEP side, via quarterly financial reporting.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	As indicated in the online meeting with the former WRI Project Manager, close coordination established with both WRI FMO internally, and externally with the co-financiers and UNEP Project Coordinator.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	

³ If the Review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁴ See also document 'Criterion Rating Description' for reference.

Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	S	All necessary documents shared with the evaluator via UNEP Evaluation Office.
Overall rating	S	

Rating for Financial Management: Satisfactory

L. Efficiency

144. The project is not a stand-alone project, but an important complementing support to WRI and partners' efforts on global cooperation on FLR, in cooperation with UNEP and pilot country governments as well as other cooperating/ funding institutions. The implementing structure and operations mostly built upon the executing agency WRI's global and country level cooperations and initiatives, mainly through the Global Partnership for Forest Landscape Restoration (GPFLR).
145. This pre-existing cooperation environment of WRI with the mentioned key partners and stakeholders found to contribute the efficient implementation of the project, especially in facilitating the cooperation with all stakeholders that is crucial in timely receiving required data and information, conducting key activities such as workshops, field activities and conferences and enhancing the capacities and synergies within and between the pilot country stakeholders.
146. Two minor no-cost extensions for the project issued to amend the Project Cooperation agreement between WRI and UNEP, dated 4 November 2015, extended the project completion date from the initial date April 2019 to 30 November 2019 and the validity date to 31 May 2020. This extension of 7 months in total covering the completion of project activities and additional 6 months for the reporting period as per the initial agreement, found not to have crucial implications on the achievement of the project results.
147. The project was successful in leveraging co-financing more than the targeted total amount, especially with the increased in-kind contribution of Kenya Government, as reflected to the financial reports (as shown in Table 5), increasing the project's cost-effectiveness and funding efficiency from GEF side.
148. The interviews, especially with the non-WRI respondents and review of the project documents reflect the professional approach and qualified team setting of WRI as executing agency, in management, implementation, monitoring and reporting processes increasing the efficiency and timeliness of implementation.
149. Based on the information provided in the progress and relevant field/ activity reports, interview discussions, TR found timesaving and risk management measures put in place and mostly operated when required, to maximise results within the secured budget and agreed project timeframe, as detailed in these documents.
150. By means of minimising the UNEP's environmental footprint in project management, operations conducted by WRI local offices and pilot country partners, or the consultants can be considered to decrease the level of environmental footprint due to using local operational capacities. Additionally, as understood from the project documentation, online communication mostly used between UNEP and WRI, nor MTR conducted, and the TR also had less impact considering there were no field visits conducted for the processes.

Rating for Efficiency: Satisfactory

M. Monitoring and Reporting

151. Monitoring and reporting the project implementation in line with the context defined in the approved project document and the relevant procedures is of crucial importance for both providing necessary data for adaptive management in implementation period and sound evaluation of the progress in completion. An efficient and timely monitoring provides effective intervention opportunities for management of risks for the project executing parties.

Monitoring Design and Budgeting

152. The Project Document and the project reports reflect a satisfactory level and quality monitoring design and budgeting conducted and implemented for the project. A Costed M&E Plan attached as Appendix 6 to the ProDoc and considered with Appendix 5. Key Deliverables and Benchmarking, and the Results Framework, the M&E plan found appropriate and sufficient for tracking progress.
153. The ProDoc p. 91 indicates: The Results Framework and Workplan will be updated on a quarterly basis and used as a tool for monitoring project progress for adaptive management. Responsibilities for monitoring and evaluation are assigned to the various executing institutions. The WRI Project Management Team will be responsible for developing the system and process to gather and maintain data related to the different indicators included in the Results Framework. Also, the tables in Annex 5 and Annex 6 refers the key responsibilities for M&E process.
154. The costed M&E plan refers the budget definitions, and the project Budget table includes the Evaluations, Audits, etc. referred in the Costed M&E Plan. Annex 4. Workplan and timetable defined in component level, referring the relevant outcomes and outputs, indicating global and pilot country level. The links and relations between the proposed activities found adequate and in line with the content defined in the textual parts of the ProDoc.
155. Indicators and Outputs defined in the project document, monitored and reported without any revision or modification from the initial definition in the progress reports found highly SMART.

Rating for Monitoring Design and Budgeting: Satisfactory

Monitoring of Project Implementation

156. In this context, monitoring of the project implementation operated by WRI via its project officers and/or country offices in cooperation with UNEP and its executing partner institutions in the pilot countries, conducted via field activities, close cooperation with the country executing partners making effective use of the steering and technical committees established in the pilot countries, and progress reporting found to comply with the approach defined in the project document and structured in the costed M&E Plan.
157. As presented in the Attachments of the Final Report of WRI, dated December 20, 2019, all activities including site visits, conferences, workshops, meetings, consultations, etc well documented, archived online and shared with the relevant persons/institutions by WRI responsible project officers, for a better and adaptive management of the project.
158. The PIRs, as the main tool for monitoring of project progress, were prepared well qualified in detail by WRI and reviewed by UNEP GEF Task Manager. Although these PIRs prepared for the reporting of the project progress, the 2018 report also considered as the Mid-Term Review for the Project.
159. WRI's project monitoring activities via its local teams and partner institutions also found to contribute the project's target for country specific FLR monitoring system connected/ feeding to the global monitoring network of WRI (GFW). The interviews show this network improved with the project implementation also provide opportunity for the monitoring of project outcomes and impact after the completion of the project, as well as being a tool for improving capacities for adaptive management for FLR.

Rating for Monitoring of Project Implementation: Satisfactory

Project Reporting

160. The TR Consultant reviewed semi-annual and annual progress reports, final progress report, quarterly expenditure reports, annual co-financing and audit reports provided by the project team and WRI as listed in Annex III.
161. The project reports comply with the reporting format and requirements, indicated in the Project Cooperation Agreement. The semi-annual and annual progress reports prepared by WRI and submitted to UNEP provides detailed information on output and activity level progress including

risk management, monitoring and evaluation topics, activities and participant lists, products, and relevant operational and financial issues.

162. Detailed financial information provided with the quarterly expenditure reports, annual co-finance reports, supported with external auditor's report.
163. Additionally, the review finds the activity and field level internal reports of WRI Officers highly contributed to these project reports.

Rating for Project Reporting: Satisfactory

Rating for Monitoring and Reporting: Satisfactory

N. Sustainability

164. Although an explicit sustainability strategy was not presented in the project document, Section 3.8. Sustainability refers the global capacity and action of GPFLR, WRI and IUCN and implicitly considers the capacities of this partnership for the sustainability of the project outcomes, via GFW initiative coordinated/ executed by WRI.

Socio-political Sustainability

165. In the overall picture, the project intervention found to establish or improve the capacities, potentials and opportunities for socio-political sustainability for the FLR with implementing a multi-level approach, from high-level government commitments to the local community level.
166. Strengthening and improving the existing cooperation and coordination of WRI with the partnering pilot country government institutions, found to contribute the high-level commitments to accelerate and scale up FLR efforts. This effort enhanced and (partially) secured with the existence of the AFR100 initiative, not only for the pilot countries Kenya, Niger and Ethiopia in Africa, but also for the other areas and countries in Africa
167. In community level, the inclusion of the FLR concept, especially via ROAM and Maphaton activities, and active cooperation with the local NGOs in the implementation process, seem to have the potential to develop an awareness and ownership for community based FLR operations important for the community level sustainability of the project outcomes.

Rating for Socio-political sustainability: Moderately Likely

Financial Sustainability

168. Financial sustainability for the project intervention evaluated in three levels. The first is the country or supra-country level commitments and financial situation for further improvement of the outcomes. In this level, existence and involvement of AFR100 in Africa as a regional initiative under NEPAD, and the official commitments of the pilot country governments, reflect the potentials and opportunities for the financial sustainability in government level.
169. Second level is the donors and international organisations level which also WRI and its international partners such as IUCN and various cooperating donor institutions actively involved. Leveraging co-financing more than proposed in the initial phase of the project, active involvement and support of the international professional organisations (IUCN, etc), donor institutions, international organisations (FAO, etc.), and NGOs (WWF) reflects the potentials for further professional and financial contribution of such organisations.
170. Third level is the local or community level, which the project implementation found to provide ground for not only in improving livelihoods with productive and innovative ways contributing FLR, but also improve financial conditions and cooperations in communities and related sectors. This is result of establishing active cooperation with technical professionals and local communities to improve their capacities on the ground for their own benefit, like developing and disseminating initiatives like WRI's Land Accelerator.

Rating for Financial sustainability: Likely

Institutional Sustainability

171. Similar to the financial sustainability, institutional sustainability can be considered in three level. In the first (international) level, existence and active work of AFR100 for Africa, as well as assigned government institutions which some in Ministry level, and others specialised institutions on LR, as well as WRI's institutional networks and cooperations the pilot countries have high potential for securing an institutional sustainability for the project outcomes. This applies for the global level and pilot countries in Africa. Although India and Indonesia not in this African system, their active involvement to the relevant networks on FLR, namely GFW and GPFLR, via WRI offices in these countries and official national commitments provide opportunity for international level institutional sustainability.
172. In country and government level, the main issue the governments and relevant institutions should consider is the securing the existence of the human resources with enhanced capacities throughout the timeline of a FLR intervention, and beyond for its monitoring and reporting. In the TR period one of the main limitations faced in conducting interviews and accessing the government institutions was the relevant persons who has the institutional memory were not anymore assigned to the relevant positions in these organisations or moved to other institutions in pilot countries like Kenya and Ethiopia.
173. Another issue in government level is the cooperation and coordination between the different levels and units of governments in pilot countries. Each country has its own state administration structure, so there are different experiences and modalities. This issue mainly raised related to India, especially in the interviews that establishing and sustaining a strong and effective coordination and cooperation between three levels; namely country/ federal government, provincial government and local government/community level required for better country level impact.
174. The local level institutional sustainability mainly relates to the community level institutions, both as administrative and social constructs. Capacity enhancement on FLR provided to the local officers of the national and local authority officers and experts in all pilot countries found to increase the likelihood of an institutional sustainability not only for the technical or administrative offices but also for the human resources supporting an effective community development for FLR.
175. The ongoing FLR focused monitoring and community development activities in India's Madhya Pradesh province after the end of the project activities is an example for a community level institutional sustainability potential. In this case, the community committees established in the project implementation period continue their periodical meetings with the contribution and participation of the field experts.

Rating for Institutional sustainability: Moderately Likely

Rating for Sustainability: Moderately Likely

O. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

176. As noted in the ProDoc Section 2.5.: "WRI consulted with national-level stakeholders in each pilot country to identify key stakeholders and to engage them in preliminary discussions about their roles and means of engagement in project implementation. through the work of national consultants and the organization of stakeholder workshops at the national level during the project preparation phase." via face to face or online meetings/ surveys.
177. The project is not a stand-alone intervention and focus on improving and enhancing the capacities on the environmental mechanisms for improving and monitoring national and global FLR operations and develop socially inclusive, innovative methodologies for its sustainability. It is

developed on the previous work and efforts of WRI and partners, globally and in the pilot countries, complementing and enhancing the existing and ongoing process, which provides readiness and opportunities for a more prepared implementation of project specific FLR activities.

Rating for Preparation and Readiness : Satisfactory

Quality of Project Management and Supervision

178. The review of the project documents, progress reports, supporting documents and the interviews with key stakeholder contacts in the pilot country institutions shows the overall project management and supervision conducted successfully by WRI Officers in its HQ and pilot country offices. WRI as the Executing Agency has improved and sustained the communication and cooperation established with the pilot country governments, local experts, local communities and NGOs before the start of the project.
179. WRI and UNEP worked in close cooperation for the timely and qualified implementation of the project, where UNEP as the implementing agency has the function to advise and contribute the steering of the implementation and progress to comply with GEF and UNEP frameworks. Relevant managers and experts of each organisation found to work in a professional and efficient manner for the project, based on the interviews and review of the project documents.

Rating for Project Management and Supervision: Satisfactory

Stakeholders Participation and Cooperation

180. As mentioned in detail in the previous sections of the report, the cooperation established and improved with and between the pilot country governments, relevant international and national organisations, NGOs, private sector, financing institutions/donors, and various initiatives found to facilitate and enhance the participation of the key stakeholders and local communities to the project activities.
181. The project activities, implemented from local community level as field level activities like maphatons to international cooperation initiatives like high level conferences and events organised with a high level of participation from different stakeholders contributes the improvement of existing cooperations between stakeholders and establishing new initiatives.

Rating for Stakeholder Participation and Cooperation: Satisfactory

Responsiveness to Human Rights and Gender Equality

182. Project intervention directly related to the right to live in a healthy environment for livelihoods and human wellbeing, so, the project results directly affect the improvement of livelihoods, especially in rural areas.
183. The implementation process found to address gender issue as an important factor and refers in the Output 5 and consider in assessments, technical working group activities and field activities. The interviewees also noted especially field activities considered active inclusion of women to the processes in the most available extend, depending on the country and community conditions.
184. The interviews with the stakeholder representatives note the project contributed the involvement of various type of community groups, women, youth, people with disabilities, etc where possible, directly or indirectly via the community-based activities, trainings and establishment of working/activity groups in local level. This reflects an inclusive side of the implementation and potentials for defining FLR approach with social inclusive components.

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

Environmental and Social Safeguards

185. Risk analysis and social safeguards related content provided in two separate sections, in the Project Document, in 3.5. Risk Analysis and risk management measures and 3.11. Environmental and social safeguards, present the potential impacts and mitigation approaches.
186. The review of the project progress reports shows the project management teams followed a detailed risk management approach, monitored and reported all aspects related to social and environmental risks, as well as other issues, and take necessary precautions for the mitigation processes.

Rating for Environmental and Social Safeguards: Satisfactory

Country Ownership and Driven-ness

187. The implementation process enhancing and improving the existing cooperation and experience opportunities, especially with developing country and case specific approaches found to contribute increasing the ownership to the project targets and expected results.
188. Providing ground for active involvement and capacity enhancement of the local communities in FLR operations, increasing awareness in all levels from individuals to high level government officers with the project activities, open information sharing approaches contributes improvement in ownership.
189. Review findings present a high level of country ownership in all pilot countries, with different strengths and weights, depending on the FLR requirements/status, national or local conditions, existing human resources and administrative structures, the government and other institutions' interest/policies, involvement level of technical staff of relevant institutions and local communities to the field activities.

Rating for Country Ownership and Driven-ness : Satisfactory

Communication and Public Awareness

190. Issues related to stakeholder and community participation is critical for both implementation and also sustainability of the project results. The project implementation found to have a strong communication and public awareness dimension, based on the professional approach and capacities of WRI, its partners and key stakeholders.
191. The FLR focused country and concept specific audio-visuals, reports and other visibility materials prepared and distributed to the stakeholders and target groups in country and local level, in all pilot countries, and via online portals as well as WRI and partners' websites.

Rating for Communication and Public Awareness: Satisfactory

Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory

CONCLUSIONS AND RECOMMENDATIONS

P. Conclusions

192. The project demonstrates an overall rating of **'Satisfactory'**.
193. As an overall response of the review to the strategic questions for TR:
- the project intervention found to contribute to advancing the forest landscape restoration (FLR) in the target countries and beyond, with developing or enhancing country, region/site and community specific approaches in data collection, analysis, site specific model development and monitoring of FLR opportunities and their local community level applications.
 - the project intervention provided highly successful examples of FLR in enabling countries in developing knowledge base for decision making in committing and achieving FLR targets and establishing cooperation and national capacities for scaling-up.
 - the project intervention also provides adaptable information and decision-making tools, as well as improved multi-stakeholder cooperation that can be used in any type of emergency, including pandemics (like Covid-19), political and social changes.
194. The main strength of the Project, from design to implementation found as depending on and improving the existing technical and operational capacities of WRI, with the global and country level cooperations and partnerships with and among key stakeholders, especially government institutions of the pilot countries. This also reflected to the implementation with involvement of a high number of stakeholders, communities and sector representatives to specific project activities.
195. The main weakness, or limitation can be noted as the political or institutional conditions in the pilot countries, results with the changes in the government officers, both local and country level socio-political conditions in the implementation period. Impacts of such socio-political issues decreased with close cooperation and coordination with all relevant local, national and international parties involved in the project implementation, with using risk management measures developed in the preparation and updated in the implementation processes.
196. High level of achieving defined outputs with implementation is a result of close and active cooperation and consultations with the key institutions of the pilot country governments, professional international (FAO, IUCN, WWF, etc.) and supra-national organisations (NEPAD) and initiatives (AFR100), academia and private sector in national and local level as well as local communities and high qualified experts through the implementation period.
197. Besides this cooperation, high relevance of the project objective, proposed outcomes and the outputs with the existing policies, planned targets and needs of the pilot countries in achieving national FLR targets, either declared national or international level, contributed achieving its implementation targets.
198. Another topic is improving and localising the existing methodologies on FLR, specifically ROAM⁵ with the active involvement of the local experts and communities depending on the country specific conditions. This provides a wide range of opportunities in "science with society", as well as community-based implementation of scientific methods in FLR and associated issues in ecosystems management, its community-based monitoring and operational sustainability of the established mechanisms.
199. The project contributed the involvement of various type of community groups, women, youth, people with disabilities, etc. where possible, or required, directly or indirectly via the community-based activities, trainings and establishment of working/ activity groups in local level. This reflects an inclusive side of the implementation and potentials for defining FLR approach with social inclusive components.

⁵ ROAM is a cost-effective and easy to use analytic process for identifying restoration opportunities at the national and subnational level. It was produced by IUCN and the World Resources Institute as a contribution to the Global Partnership on Forest Landscape Restoration and the Bonn Challenge

Q. Summary of project findings and ratings

200. The table below provides a summary of the ratings and finding discussed in Chapter 0. Overall, the project demonstrates a rating of **Satisfactory**.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex XIII) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office validates the overall project performance rating at the **'Satisfactory'** level.

Table 9: Summary of project findings and ratings

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance		HS	Rating validated	HS
1. Alignment to UNEP MTS, POW and Strategic Priorities	Consistent with the Ecosystem Programme of Work for 2014-2017, and PoW 2018-2019, linking to the SubProgramme 3 on Healthy and Productive Ecosystems	HS	Rating validated	HS
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	GEF 5 Focal Area in Land Degradation	HS	Rating validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	Links with the Country UNDAFs, and SDGs 2.4.1., 6.3.2., 15.1.1., 15.2.1., 15.3.1., 15.9.1.	HS	Rating validated	HS
4. Complementarity with existing interventions/ Coherence	Linkages to the WRI's Global Forest Watch Initiative (GFW), Global Partnership for Forest Landscape Restoration (GPFLR), and UN-REDD	HS	Rating validated	HS
Quality of Project Design	Main issue with the Project design is using a strategic approach based on the existing information collected, compiled, and improved with the global and country level work of WRI led initiatives in cooperation with other institutions and national governments. Some of the topics, such as the knowledge management, not explicitly presented in a specific section but explained under relevant topics in the main text.	S	Rating validated	S
Nature of External Context	an effective management of external risks that may affect the implementation conducted by the executing agency WRI in cooperation with UNEP and implementing partners. The overall risks reported as Low in almost all reports as the proposed mitigation activities were in place.	F	Rating validated	F
Effectiveness		S	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Availability of outputs	The project delivered all its outputs defined in the results framework, in a high quality and well organised, effective implementation coordinated by the executing agency in cooperation with its national/local partners and implementing agency UNEP.	S	Rating validated	S
2. Achievement of project outcomes	The review findings confirm the project has achieved all its expected outcomes within the approved timeline and budget, with the support of a strong commitment and active cooperation of the project executing agency, implementing partners in the pilot countries, cooperating international organisations and all other key stakeholders mentioned in project documentation,	S	Rating validated	S
3. Likelihood of impact	The highly achieved outcomes of the project intervention have high potential to contribute to the referred impact statement, with the close cooperation and coordination with the relevant initiatives and organisations such as AFR100, IUCN, FAO, etc.	HL	<p>For a Highly Likely rating on Likelihood of Impact, it is expected that:</p> <ul style="list-style-type: none"> - All intermediate states are fully achieved. - Assumptions for the change process from intermediate state(s) to impact do hold. - Drivers to support transition from intermediate state(s) to impact are fully in place. <p>However, the review does not include an assessment of whether the three Intermediate States identified at Review have been achieved/will be achieved. Also, drivers and assumptions were not included in the TOC at Review. Rating adjusted to Moderately Likely.</p>	ML

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Financial Management		S	Rating validated	S
1. Adherence to UNEP's financial policies and procedures	The review of the financial reporting documents (expenditure and co-financing reports and fund transfer documents) received from UNEP Evaluation Office and interviews with the relevant WRI Officers shows both WRI and UNEP Financial Policies and procedures met in the implementation period of the project.	S	Rating validated	S
2. Completeness of project financial information	Project Financial Reporting cover the Quarterly Expenditure Reports and Annual Co-Financing Reports prepared by WRI and submitted to UNEP, as can be seen from the review of the relevant project documents. The verification document for the financial operations presented as annual audit reports by WRI, conducted by an independent certified public accountant company.	S	Rating validated	S
3. Communication between finance and project management staff	The review of the financial (progress and co-finance) reports and online interviews reflects the FMO and Project Manager's involvement to the financial process and reporting, as well as disbursements. This also apply to the UNEP side, mainly via quarterly financial reporting.	S	Rating validated	S
Efficiency	The pre-existing cooperation environment found to contribute the efficient implementation of the project, especially in facilitating the required cooperation with all stakeholders in receiving data and information, conducting key activities such as workshops, field activities and conferences and enhancing the capacities and synergies within and between the pilot country stakeholders.	S	Rating validated	S
Monitoring and Reporting		S	Rating validated	S
1. Monitoring design and budgeting	The Project Document has a Costed M&E Plan attached as Appendix 6. Considered with Appendix 5. Key Deliverables and Benchmarking, and the Results Framework, the M&E plan found appropriate and sufficient for tracking progress.	S	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Monitoring of project implementation	Monitoring of the project implementation operated by WRI in cooperation with UNEP and its executing partner institutions in the pilot countries, found to comply with the approach defined in the project document and structured in the costed M&E Plan.	S	The review does not provide information on whether comprehensive amounts of baseline data and/or project implementation data were collected, and also, if the planned monitoring budget was well spent. Even though the project had some gender-related indicators at the output and outcome level, the Review did not provide evidence on whether data collected during project implementation was disaggregated by vulnerable/marginalized groups, including gender. Rating adjusted to Moderately Satisfactory.	MS
3. Project reporting	The project reports comply with the reporting format and UNEP requirements. The semi-annual and annual progress reports prepared by WRI and submitted to UNEP provides detailed information on output and activity level progress including risk management, monitoring and evaluation topics, activities and participant lists, products, and relevant operational and financial issues.	S	Rating validated	S
Sustainability		ML	Rating validated	ML
1. Socio-political sustainability	In the overall picture, the project intervention found to establish or improve the capacities, potentials and opportunities for socio-political sustainability for the FLR with implementing a multi-level approach, from high-level government commitments to the local community level.	ML	Rating validated	ML

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Financial sustainability	<p>In country or supra-country level, existence and involvement of AFR100 in Africa as a committed initiative and the official commitments of the pilot country governments reflect the possibility and opportunities for the financial sustainability in government level</p> <p>the local or community level, which the project implementation found to provide ground for not only for improving livelihoods with productive and innovative ways contributing FLR while improving the livelihoods, like the Land Accelerator initiative.</p>	L	As indicated in paragraph 164, the project did not have an explicit exit/sustainability strategy. Rating adjusted to Moderately Likely.	ML
3. Institutional sustainability	Existence and active work of AFR100 for Africa, as well as assigned government institutions which some in Ministry level, and others specialised institutions on LR, as well as WRI's institutional networks and cooperations the pilot countries have high potential for securing an institutional sustainability for the project outcomes.	ML	Rating validated	ML
Factors Affecting Performance		S	Rating validated	S
1. Preparation and readiness	The project, benefited and improved the previous work and efforts of WRI and partners, globally and in the pilot countries, complementing and enhancing the existing and ongoing process, providing readiness and opportunities for a more prepared implementation of project specific FLR activities.	S	Under the “preparation and readiness” section, the review does not assess the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements, governance arrangements established. as well as initial staffing and financing arrangements. Rating adjusted to Moderately Satisfactory.	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Quality of project management and supervision	The overall project management and supervision conducted successfully by WRI Officers and country offices, considering the communication and cooperation established with the pilot country governments, local experts and NGOs.	S	Rating validated	S
3. Stakeholders' participation and cooperation	the cooperation established and improved with the pilot country governments, relevant international and national organisations and initiatives found to facilitate and enhance the participation of the key stakeholders, to the project activities.	S	Rating validated	S
4. Responsiveness to human rights and gender equality	The project results directly affect the improvement of livelihoods, especially in rural areas, and the implementation process found to consider the gender topic as an important factor and refers in the Output 5 and consider in assessments, technical working group activities and field activities.	S	Rating validated	S
5. Environmental and social safeguards	The project management teams followed a detailed risk management approach, monitored and reported all aspects related to social and environmental risks, as well as others, and take necessary precautions for the mitigation processes.	S	Rating validated	S
6. Country ownership and driven-ness	Providing ground for active involvement and capacity enhancement of the local communities in FLR operations, increasing awareness in all levels from individuals to high level government officers with the project activities, open information sharing approaches contributes improvement in ownership	S	Rating validated	S
7. Communication and public awareness	The FLR focused country and concept specific audio-visuals, reports and other visibility materials prepared and distributed to the stakeholders and target groups in country and local level, in all pilot countries, and via online portals as well as WRI and partners' websites.	S	Rating validated	S
Overall Project Performance Rating		S	Overall rating validated	S

R. Lessons learned

201. Below information on lessons learned from the project compiled from the (1) Terminal Final Report of WRI and (2) online interview notes of TR Consultant.

Lesson Learned #1:	Sustainability of successful results achieved from an intervention and learning from the implementation process requires an integrated, cooperative, and long-term monitoring
Context/comment:	<p>Monitoring is a long-term investment that will extend well beyond the end of the project. It is not enough to claim that a baseline and then a second point in time a few years later is monitoring. It is important to build capacity in-country (for example: training higher education institutions) so that monitoring can be institutionalized.</p> <p>When conducting any Collect Earth mapathons or other type of data collection activity, it is best practices to collect multiple years of data at one time. For example, when conducting mapathons for a baseline (e.g., 2015), it is best practice to collect data for at least one other point prior to that baseline (e.g., 2010) and then a point in the future if data is available. Now instead of only having data for one point in time, it is possible to see trends in land use change and tree cover, which may be useful for informing other project activities.</p> <p>Stakeholder mapping of all institutions who collect data of interest to restoration is key to understand what resources are available and who needs to be included in a long-term monitoring framework.</p>
Lesson Learned #2:	Active involvement of the governments to the global restoration agenda in all levels, by enhancing collaboration and coordination environments is crucially important in setting FLR as a country priority and securing the community ownership for the sustainability of the results.
Context/comment:	<p>While these projects would not be possible without collaboration and coordination with government partners to ensure long-term sustainability, it is sometimes challenging to get dedicated time from government staff to work on project activities. This can slow down the delivery of outputs.</p> <p>As emphasized by one of the interviewees: "It's important to involve the government at the national and also local government level, especially with the restoration kind of activities. Since we want this to continue even after the project's ending, so that we want to make sure that the restoration activities included at the Government agenda, so that it will continue..."</p> <p>Another interviewee noted: "... it's incredibly important for the government or your local government stakeholders to feel real ownership, not just be involved, not just have a meeting with them and get their feedback and input, but really having them own this..."</p> <p>Regarding the local level, another interviewee notes: "...The government, district governments and the people or other external funders or corporations only provide some projects, technical assistance and funding, but the core budget system implemented by the District/Local Government...". This can also be interpreted as, the project funding not only its money, but the activities, the meetings, the organizational recommendations, and the system established in the district level improves the approach using the landscape restoration as a tool for rural development.</p>
Lesson Learned #3:	Project design should consider the possible/potential socio-political situations, define and use a flexible operational structure with alternate implementation and resource development methodologies.

Context/comment:	In some cases, socio-political events can occur during the life of the project that can impact delivery of outputs. It is important for the project to have the flexibility to adapt to these changing situations. For example, the project was forced to identify a new landscape to work in after socio-political tensions in Western Kenya forced the multilateral EU project to close. Without that EU project to support implementation of the outputs that this GEF 5 project would produce, WRI needed to quickly shift to a different landscape.
Lesson Learned #4:	The replication of the available methods with proven records and best practices through communities, countries and regions with multistakeholder collaboration, enhance and facilitate the opportunities for moving from commitments to action.
Context/comment:	<p>At the beginning of the project, very few restoration commitments had been made, and there was still a general lack of understanding of the importance of FLR to both address global climate change but also local environmental and socio-economic challenges. Four years later, this situation has changed, with FLR now very much in the mainstream discussions around climate change and sustainable development. Now that so many countries have made restoration commitments, shifting these to action has been slow and difficult. A wide-scale restoration movement is needed to encourage governments to act as well as to inspire citizens to act.</p> <p>An interviewee notes: "... (government) have a lot of programs, but it doesn't say landscape approach that how we want to win their support directed...if we are able to succeed in convincing them that this kind of project needs to be replicated in other geography, then the ownership will automatically get strengthened because at that time we don't want to say that we want to bring in more international funding into the project itself, but restricting it to the expenses involved in the engaging experts, engaging people who can come and advise people who can help them prepare the project..."</p>
Lesson Learned #5:	Enhancing the capacities and ownership of local communities and CSOs on the restoration action is key to ownership, improvement of livelihoods and sustainability of results in community level.
Context/comment:	<p>As emphasized by one of the interviewees: "... Network of CSO. Because there are many national CSOs but it's also important to work with the local CSOs. They have been there at the local level for quite some time. So to get a stronger ownership on the restoration project and also a stronger commitment with the national government. Because we know that the local CSO works there, will stay there for a long time and it's good for capacity building and transfer knowledge between the national and also the local..."</p> <p>Based on the experience on the site, another interviewee notes "...the landscape approach concept has been received very well by the people. Because what is happening is that in large number of government programs, the targeting is done for families and individual expenditures are also held incurred at that level here because of the project approach. Now what's happening is that the 15 or 18 villages, 13 Village council areas ... it's happening in the most scientific manner, which means that oil and water conservation and treatment is given, including community land, but also farmer owned land and for which funds are available with the program..."</p>
Lesson Learned #6:	Collecting, disseminating and Investing on learning from innovative approaches and collective knowledge from different countries with different conditions and priorities enhance the potentials and sustainability of results.
Context/comment:	As emphasized by one of the interviewees: "... it's good to invest on innovative approaches. Its good to invest in different set of countries you have different conditions, different priorities, different governance structures and learn from the collective knowledge..."

Lesson Learned #7:	Conducting the Terminal Review process soon after or close to the project completion period will be beneficial for collecting and compiling lessons, best practices and evaluate the project intervention timely and more precisely
Context/comment:	This Terminal Review was conducted four years after the project's completion, which led to some difficulties in collecting and compiling necessary information from key stakeholders due to changes in the status of the contact persons, officers, as well as loss of interest and important details associated with the project results.

S. Recommendations

Recommendation #1:	Compiling and disseminating the experience (including lessons learned) and the country specific model(s) developed in the implementation of the project as a comprehensive document/report as a reference will contribute further improvement of global FLR approach and replication through other countries and communities.
Challenge/problem to be addressed by the recommendation:	<p>Being an important contribution to the FLR efforts led by WRI and partnering institutions, the Project intervention has the potential and need to be reflected, replicated and communicated to other sites to implement FLR approach.</p> <p>The project executing agency and partners developed a very valuable set of information and site-specific models that can be useful for facilitating and triggering other initiatives in other countries and regions. Such a source will also provide opportunity for improvement of FLR and related approach and models such as ROAM and enhance the range and operations of the initiatives established and operational with the project.</p> <p>In this process, accessing NGOs and private sector also beneficial and for some countries crucial.</p>
Priority Level:	Medium
Type of Recommendation	Experience and Information Sharing
Responsibility:	UNEP, WRI, Implementing Partners
Proposed implementation timeframe:	Medium Term/ 1-2 years
Cross-reference(s) to rationale and supporting discussions	Sections: VI. C. Lessons Learned; V.H. Sustainability; V.I. Factors Affecting Performance and Cross-Cutting Issues;
Recommendation #2:	Promoting and contributing the replication of the experience gained in the pilot areas in the countries with site specific models for both other relevant areas/regions in the pilot countries and other country/ies for FLR, through national and international FLR initiatives and cooperating global entities (UN, IUCN, etc.)
Challenge/problem to be addressed by the recommendation:	<p>As a part of the global approach of the project, and as reported in the progress reports of WRI, the replication to other countries and regions of the world, FLR required sites.</p> <p>In this process, accessing NGOs and private sector also beneficial and for some countries crucial.</p> <p>The experience and models of the project in use of FLR processes as a social inclusion process, via involving different community</p>

	groups, have also potential as a supporting tool for inclusive sustainable development.
Priority Level:	High
Type of Recommendation	Replication and Scaling Up
Responsibility:	UNEP, WRI (via GPFLR, GFW, etc.) and partnering organisations (IUCN, FAO, etc.), Government Institutions, Supra-National Initiatives (e.g. AFR100)
Proposed implementation time-frame:	Medium Term
Cross-reference(s) to rationale and supporting discussions	Section. V. H. Sustainability; V.I. Factors Affecting Performance and Cross-Cutting Issues;
Recommendation #3:	Securing the operational and qualified human resources capacity in all project pilot countries and in others, with supporting/providing recommendations on capacity enhancement and policy development for institutional structures on FLR operations.
Challenge/problem to be addressed by the recommendation:	<p>The pilot country governments established and enhanced their FLR operational and technical capacities and structures in the project timeline, as well as their political commitments.</p> <p>These capacities should be secured and improved for institutional and socio-political sustainability of the project results, As also observed in the TR process, the government officers with enhanced capacities may leave their job without a replacement person having similar qualifications and knowledge.</p> <p>This also apply for the local communities and CSO's operation capacities as key contributing and supporting component for a successful FLR implementation. Contribution of private sector also another key issue for the topic.</p>
Priority Level:	High
Type of Recommendation	Institutional capacity enhancement
Responsibility:	WRI, Government Ministeries and Specialised Institutions
Proposed implementation time-frame:	Continuous
Cross-reference(s) to rationale and supporting discussions	Section. V. H. Sustainability

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

The final draft document shared with 18 persons from key stakeholders in partner countries and executing agency officers by UNEP and received only one response related to a missing information on Ethiopia’s ROAM Achievements.

Table 10: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer’s Response
Prg.111 Pg.25/26	Outcome 2.1 in the table on pages 25/26 omits Ethiopia's ROAM achievements. This needs to be rectified within paragraph 111.	Related information and reference document link exist in the relevant parts. Related information added to the mentioned section considering the stakeholder comment, as requested.

ANNEX II. REVIEW FRAMEWORK/ MATRIX

Evaluation Criteria	Example Review Questions	Main data sources & methods
<p>A. Strategic Relevance</p> <p>The extent to which the activity is suited to priorities/policies of target groups, recipient, and donor</p>	<ul style="list-style-type: none"> • Is project aligned with UNEP MTS, POW and GEF Strategic Priorities? • Is project relevant to regional/national environmental priorities? • Is project relevant to international agreements/ conventions? 	<ul style="list-style-type: none"> • Review of MTS, POW; GEF programming directions; UNEP documents; Management Plans, Project Document • Review of international & GEF BD, CC, LD priorities and strategies • Review of social and economic development policies, environmental management strategies and plans, etc.
<p>B. Effectiveness</p> <p>Assess effectiveness across three components: delivery of outputs, achievement of direct outcomes and likelihood impacts</p>	<ul style="list-style-type: none"> • What was the performance at the project's completion against Core Indicator Targets? (GEF Portal Q1) • Is the delivery of outputs on track? • Is the quality of outputs to the expected level? • If not all planned outputs are not effective, feasible or deliverable in the implementation context, which have the highest priority? • What is the actual & proposed achievement level of outcomes and potential impacts? Are they realistic? • Have management capacities in pilot countries improved? • Are institutions and communities effectively engaged/involved? 	<ul style="list-style-type: none"> • Review of project progress reports. • Review of partner organisation assessments if available • Undertaking site visits, interviews, group discussions and consultations
<p>C. Financial Management</p> <p>Completeness of financial information and communication between finance staff - UN Environment Programme and site level implementers</p>	<ul style="list-style-type: none"> • Is pace of execution is in line with expenditure? • Is the rate of spend consistent with proposed work plans and delivery of output? • If not, what are the reasons for divergence? • Has any reallocation of funds/adaptive management been the relevant and adequately justified? • Have financial reporting and/or auditing requirements been met? 	<ul style="list-style-type: none"> • Review of PIRs, financial reports, • Undertaking interviews and consultations.
<p>D. Efficiency</p> <p>Cost-effectiveness and timeliness</p>	<ul style="list-style-type: none"> • Have interventions achieved results in a cost-effective manner? • Where planned activities delivered in line with expected timeframes? • If not, were the reasons for delays sufficiently documented, justified and their implications managed? 	<ul style="list-style-type: none"> • Review of progress reports, financial reports, relevant correspondence. • Undertaking interviews and consultations.

<p>E. Monitoring and Reporting</p> <p>Monitoring design and implementation</p>	<ul style="list-style-type: none"> • Did the Monitoring Plan facilitate timely tracking of results and progress? • Were project indicators consistent, useful, relevant, SMART? • Were changes made to project logical narrative, results framework and indicators justified and documented? • Are changes in habitats, protection status and mainstreaming measured and monitored? • Are baseline data and indicators available? • Are activities and outputs recorded and assessed against targets and indicators? • Did the Project Steering Committee provide strategic and technical guidance and were these recorded? • Were any necessary corrective actions proposed and adopted in a timely manner? • Were adaptive management mechanisms in place and used to expedite implementation? 	<ul style="list-style-type: none"> • Review of ProDoc Logical Narrative, Results Framework, targets and indicators, work plans • Assess monitoring plan quality • Undertaking site visits • Undertaking interviews and consultations.
<p>Project reporting</p>	<ul style="list-style-type: none"> • Does project reporting follow expected and/or good practice procedure • Does reporting comply with ProDoc requirements and schedule? • Are key issues of project implementation clearly presented in reports to facilitate adaptive management? (e.g. lessons learnt, problems encountered) 	<ul style="list-style-type: none"> • Review of progress reports and financial reports. • Undertaking interviews and consultations.
<p>F. Sustainability</p> <p>Key conditions and factors that influence persistence of achieved outcomes</p>	<ul style="list-style-type: none"> • Are any improvements to the status and management capacities sustainable and likely to endure after project completion? • Have allocations for sustaining project outputs been included in National budgets? • What is the level of commitment among key stakeholders to contribute to and sustain project achievements? • Are institutional achievements strong enough and sufficiently mainstreamed to continue to deliver benefits after project closure? 	<ul style="list-style-type: none"> • Review of relevant pilot country development policies, strategies and plans • Undertaking interviews and consultations.
<p>G. Factors and Processes Affecting Project Performance</p>		
<p>Preparation and Readiness</p>	<ul style="list-style-type: none"> • Were challenges to or constraints in project design identified during initial project stages? • If so how were these addressed? • Are any changes to project design through adaptive management responses justified and documented? • How were stakeholder groups engaged in the project? • Was a capacity analysis of local partners carried out? 	<ul style="list-style-type: none"> • Review of project design documents, results framework and budget • Review of relevant correspondence and recording of any required approvals • Undertaking interviews and consultations.
<p>Quality of Project Implementation and Execution</p>	<ul style="list-style-type: none"> • To what extent has the Project advanced forest landscape restoration (FLR) in the target countries and beyond? (SQ1) 	<ul style="list-style-type: none"> • Review of relevant project reports, correspondence and recording of any required approvals

	<ul style="list-style-type: none"> • What are the most successful examples of FLR enabled by the project and potential for their scaling-up? (SQ2) • What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance? (SQ3) • What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? (GEF Portal Q4) • Did UNEP and executing organizations provided the expected leadership (technical and managerial support) to project stakeholders? • Did executing organisations adopt risk management strategies, problem-solving approaches and adaptive management? 	<ul style="list-style-type: none"> • Undertaking interviews and consultations.
Stakeholders' participation and cooperation	<ul style="list-style-type: none"> • What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? (GEF Portal Q2) • Were communication and cooperation among project partners effective? • Were any formal communication protocols applied? • Were project outputs and learning experiences shared? • Was technical expertise shared and were co-implementing teams mentored? 	<ul style="list-style-type: none"> • Review of relevant correspondence and recording of any required approvals • Undertaking interviews and consultations.
Responsiveness to Human Rights and Gender Equity	<ul style="list-style-type: none"> • Were gender-related challenges adequately addressed in project implementation? (GEF Portal Q3) • Were other potentially marginalised groups adequately engaged? • Were the impacts of potential inequalities related to investments in social and economic development, and especially natural resource management on women, youth and indigenous people assessed and responded to? 	<ul style="list-style-type: none"> • Review of project policies and practices relevant to potentially excluded groups. • Undertaking interviews and consultations. • Review of possible gender-related challenges met by the project
Country ownership and drivenness	<ul style="list-style-type: none"> • Have mechanisms for the engagement of local communities been appropriate and effective? • Have mechanisms for the engagement of government agencies, civil society and the private sector been appropriate and effective? 	<ul style="list-style-type: none"> • Review of relevant correspondence and recording of any required approvals • Undertaking interviews and consultations.
Communication and public awareness	<ul style="list-style-type: none"> • What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (GEF Portal Q5) • Is there a public awareness strategy aimed to disseminate project impact and learning? 	<ul style="list-style-type: none"> • Review of communication strategies and materials • Undertaking interviews and consultations.

	<ul style="list-style-type: none">• Is the public awareness strategy targeting the correct audiences, and is content relevant to the project's goals?	
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ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

Table 11: People consulted during the Review

Organisation	Name	Position	Role in the Project	Gender
World Resources Institute, HQ	Mr. Fred STOLLE	Deputy Director, Forests Programme	WRI Global Coordinator	M
World Resources Institute, Indonesia	Ms. Hidayah HAMZAH	Manager For National Plastic Action Partnership/ Former Global Forest Watch Coordinator	WRI Officer	F
One Tree Planted / Former WRI	Mr. Aaron MINNICK	Global Director of Projects/ Former Project Coordinator-Kenya	Former WRI Officer for Kenya	M
Mars/ Former WRI	Ms. Florence LANDSBERG	Cocoa Forest & Land Manager/ Former WRI Project Manager - Ethiopia	Former WRI Officer for Ethiopia	F
Independent Public Policy and Rural Development Professional, India	Mr. R. PARASURAM	Former Madhya State Election Commission Member	Consultant	M
Peat and Mangrove Restoration Agency, Indonesia	Mr. Noviar ISRAN	Planning Director	National Officer/ Government Contact	M
World Resources Institute-Regional Office for Africa, Ethiopia	Yigremachew Seyoum (PhD)	AFR100 Research Manager	WRI Officer	M
United Nations Environment Programme, Nairobi	Ms. Marieta SAKALIAN	Senior Programme Management Officer	Former GEF Task Manager	F
United Nations Environment Programme, Geneva	Mr. Ersin ESEN	GEF Task Manager		M

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Project Identification Form (PIF)
- Request for CEO Approval Document & CEO Approval Letter
- Project Document
- Project Implementation Reports (Annual and Semi-Annual)
- Project Final Report (by WRI)
- Quarterly Expenditure Reports
- Annual Audit Reports
- UNEP-WRI Project Implementation Agreement and Amendments
- Internal field mission and workshop reports of WRI (listed and links shared in the WRI Final Terminal Report Annex)

Project outputs/contributions – Global

- “Natural Climate Solutions”, Journal Proceedings of the National Academy of Sciences in October 2017, <https://www.pnas.org/doi/10.1073/pnas.1710465114>
- Atlas of Forest and Landscape Restoration Opportunities <https://www.wri.org/data/atlas-forest-and-landscape-restoration-opportunities>
- Roots of Prosperity: The Economics and Finance of Restoring Land: <https://www.wri.org/research/roots-prosperity-economics-and-finance-restoring-land>
- The Business of Planting Trees: A Growing Investment Opportunity: <https://www.wri.org/research/business-planting-trees-growing-investment-opportunity>

Project outputs/contributions – Ethiopia

- Tree-Based Landscape Restoration Atlas of Ethiopia; <https://eth.restorationatlas.org/>
- National Potential and Priority Maps for Tree-Based Landscape Restoration in Ethiopia; https://assets.forest-atlas.org/eth/documentation/MEFCC-Ethiopia-National-Landscape-Restoration_low-res.pdf

Project outputs/contributions – India

- Restoration Opportunities Atlas for India, <https://india.restorationatlas.org/>
- Overview of the Restoration Opportunities Atlas: <http://wri-sites.s3.amazonaws.com/ifmt/ROAManuals/Overview%2Bof%2Bthe%2BRestoration%2BOpportunities%2BATlas.pdf>
- PODCAST: Using Technology to Support Tree-Based Climate Action in India: <https://wri-india.org/blog/podcast-using-technology-support-tree-based-climate-action-india>
- Undertaking Livelihoods Assessment for Eastern Madhya Pradesh Landscape: A Study of Sidhi District: <https://onewri.sharepoint.com/teams/Projects/Restoration/Shared%20Documents/Forms/AllItems.aspx?id=%2Fteams%2FProjects%2FRestoration%2FShared%20Documents%2FCommunications%2FAsia%2FIndia%2FGEF%2FROAM%20Products%2FLivelihoods%20Assessment%20for%20Sidhi%20District%2Epdf&parent=%2Fteams%2FProjects%2FRestoration%2FShared%20Documents%2FCommunications%2FAsia%2FIndia%2FGEF%2FROAM%20Products&p=true&ga=1>
- Past and Ongoing Forest Protection and Landscape Restoration Initiatives in India-Draft Report, Developed by WRI India and IUCN, September 2018;

<http://wri-sites.s3.amazonaws.com/ifmt/ROAManuals/Database%20on%20past%20and%20ongoing%20initiatives.pdf>

- Landscape Restoration for Climate and Communities: Key findings from an opportunity assessment in Sidhi District, Madhya Pradesh; <http://wri-sites.s3.amazonaws.com/ifmt/ROAManuals/Sidhi%20Booklet.pdf>

Project outputs/contributions – Indonesia

- Peatland Restoration & Mangrove Rehabilitation Information Management System: <https://en.primis.brg.go.id/>
- Online files of some “popular” publications for local communities (link shared in WRI’s Final Terminal Report)
- Visibility materials on ROAM and FLR: <https://wri-indonesia.org/id/data/restorasi-hutan-dan-bentang-lahan>

Project outputs/contributions – Kenya

- Kenya Tree-Based Landscape Restoration Potential Atlas; <http://ken.restorationatlas.org/map/>
- Report - Technical Report on the National Assessment of Forest and Landscape Restoration Opportunities in Kenya (2016); <https://afr100.org/resources>

Reference Links and Websites

- WRI Project Brief Presentations
- List of Attendees to the Project Meetings in Implementation Period.
- Pantau Gambut (Indonesian NGO) website: <https://en.pantaugambut.id/>
- African Union Development Agency-NEPAD: <https://www.nepad.org/>
- AFR100-African Forest Landscape Restoration Initiative: <https://afr100.org>
- Ethiopia National Green Development Project; <https://ngd.essti.gov.et/>
- The Green Belt Movement: <https://www.greenbeltmovement.org/>
- <https://www.theguardian.com/world/2019/jul/29/ethiopia-plants-250m-trees-in-a-day-to-help-tackle-climate-crisis>
- WRI Blog; “Radio Helps Niger Farmers Bring Life Back to Their Land”, Aug 7, 2018; <https://www.wri.org/insights/radio-helps-niger-farmers-bring-life-back-their-land>
- AFR100 Meeting Broadcast Brief on WRI Website: connect.wri.org/webmail/120942/888751049/74d5ec6e96a7430cb0d45ed8408fd8d33921b6bd4df1a6009b78bf58adbddd9f
- WRI Land Accelerator Program Website; <https://www.wri.org/initiatives/land-accelerator>
- WRI Press Release: World’s First Startup Accelerator for Land Restoration Launches in Africa; <https://www.wri.org/news/release-worlds-first-startup-accelerator-land-restoration-launches-africa>
- Millennium Challenge Corporation Website; <https://www.mcc.gov/where-we-work/country/niger>
- Collect Earth; <https://openforis.org/tools/collect-earth/>
- WRI Webinar on Social Landscape Analysis; <https://www.wri.org/events/2018/09/webinar-how-social-landscape-analysis-can-transform-how>
- WRI Forest Atlas Platform: <https://www.wri.org/initiatives/forest-atlases>

- Global Forest Watch; <https://www.globalforestwatch.org/>
- Planning Restoration for India's Landscapes and Rural Communities, by M.Duraisami & Dr. R.Singh; <https://wri-india.org/blog/planning-restoration-indias-landscapes-and-rural-communities>
- The Restoration Diagnostic: A Method for Developing Forest Landscape Restoration Strategies by Rapidly Assessing the status of Key Success Factors; <https://www.wri.org/research/restoration-diagnostic>
- Center for Land Governance, India Land & Development Conference 2019; <https://centerforland.org/ildc2019/>
- The tree-growing movement restoring Africa's vital landscapes; TEDx Presentation of 2023 Audacious Project grantee Wanjira Mathai from WRI; https://www.ted.com/talks/wanjira_mathai_the_tree_growing_movement_restoring_africa_s_vital_landscapes
- ROAM Informative Video of IUCN in Indonesian: <https://www.youtube.com/watch?v=ktqHVIkTRio>
- "Africa's restoration leaders in action" video of UCN: <https://www.youtube.com/watch?v=nOtsvR5TMSk>
- The Land Accelerator: Empowering Restoration Entrepreneurs video of WRI; <https://www.youtube.com/watch?v=BW3QbdR068c&list=PLGZtDpjQpaqOc7CEAI7VK6QACEdFD-HwY&index=14>
- Restoring Degraded Land To Benefit People and Planet video of WRI: <https://www.youtube.com/watch?v=J7077absZfg&list=PLGZtDpjQpaqNAtbuenp7cIRkRnaGzP3wY>

ANNEX V. REVIEW ITINERARY

The terminal review meetings conducted online with no field visits as detailed in the Review Methods Section of the Main Report.

Organisation	Name	Position	Meeting Date	Venue
World Resources Institute, HQ	Mr. Fred STOLLE	Deputy Director, Forests Programme	1 May 2023 + various	Online + e-mail
World Resources Institute, Indonesia	Ms. Hidayah HAMZAH	Manager For National Plastic Action Partnership/ Former Global Forest Watch Coordinator	22 September 2023	Online
One Tree Planted / Former WRI	Mr. Aaron MINNICK	Global Director of Projects/ Former Project Coordinator-Kenya	10 May 2023	Online
Mars/ Former WRI	Ms. Florence LANDSBERG	Cocoa Forest & Land Manager/ Former WRI Project Manager - Ethiopia	7 November 2023	Online
Independent Public Policy and Rural Development Professional, India	Mr. R. PARASURAM	Former Madhya State Election Commission Member	17 July 2023	Online
Peat and Mangrove Restoration Agency, Indonesia	Mr. Noviar ISRAN	Planning Director	7 October 2023	Online
World Resources Institute-Regional Office for Africa, Ethiopia	Yigremachew Seyoum (PhD)	AFR100 Research Manager	8-24 April 2024	e-mail
United Nations Environment Programme, Nairobi	Ms. Marieta SAKALIAN	Senior Programme Management Officer	3 October 2023	Online
United Nations Environment Programme, Geneva	Mr. Ersin ESEN	GEF Task Manager	17 January 2023	Online

ANNEX VI. COMMUNICATION AND OUTREACH TOOLS

NO SPECIFIC DOCUMENT PREPARED FOR THE DISSEMINATION OF TR RESULTS.

ANNEX IV LISTS ALL RELEVANT DOCUMENTS INCLUDING PROJECT RELATED COMMUNICATION AND OUTREACH RESOURCES

ANNEX VII. BRIEF CV OF THE EVALUATOR

Name	Murat ÇEVİK
Profession	City and Regional Planner, MSc.; Senior Expert on Regional Development, Project Management, Monitoring and Evaluation, Nature Conservation, Protected Area Management & Planning
Nationality	Turkish (TR)
Country experience	<ul style="list-style-type: none"> • Europe: Türkiye, Ukraine • Asia: Caucasus Ecoregion (Georgia-research & planning), Kyrgyzistan (field research visit), Gorno-Altai (Russia) (field research visit), Mongolia (field research visit)
Education	<ul style="list-style-type: none"> • PhD candidate in (Human) Geography (focus on socio-ecological systems) • MSc. In Regional Planning • BSc. In City and Regional Planning

Short biography

Mr. Murat Çevik is a regional development expert and evaluation specialist with over 20 years of professional experience in development, implementation, management, monitoring and evaluation of programs and projects in sustainable development, nature conservation, and environmental management fields.

This experience covers the management, research and consulting positions in UN Organisations, government institutions, NGOs, academia, and private sector. Mr. Çevik holds a BSc. in City Planning, MSc. in Regional Planning and PhD candidate in (Human) Geography with a research focus on socio-ecological systems and rural development.

Selected assignments and experiences - Independent evaluations:

- Independent Monitoring and Evaluation Expert, Nature Research Society
- Independent Evaluation Consultant for Final Evaluation of Turkey Resilience Project in Response to Syria Crisis (TRP), Component II: Municipal Service Delivery, UNDP Türkiye
- Independent Evaluation Consultant for the Mid Term Review of "The Enhanced Conservation and Management of Carbon Stocks and Biodiversity in Forest and non-Forest Lands in the Chernobyl Exclusion Zone in Ukraine Project", UNEP
- Consultant for the Final and Impact Evaluation of the GAP Regional Development Agency-UNDP Organic Agriculture Cluster Project., UNDP Türkiye/ GAP-RDA
- Consultant for UNDP-GEF PIMS 4833: POPs Legacy Elimination and POPs Release Reduction Project Mid-Term Review, UNDP Türkiye
- Consultant (Team Member) for Mid-Term Evaluation Team of the "GCP /TUR/056/GFF-Sustainable Land Management and Climate-Friendly Agriculture" Project, FAO Türkiye
- National consultant for Turkey section of the external evaluation of the World Bank ESMAP Programme and Climate Investment Fund (CIF) implementation in Türkiye (conducted by ICF Consulting)

ANNEX VIII. REVIEW TOR (WITHOUT ANNEXES)

TERMS OF REFERENCE

**Terminal Review of the UNEP/GEF project
“Building the Foundation for Forest Landscape Restoration at Scale”
GEF Project ID - 5775**

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP Sub-programme:	Subprogram 3 – Healthy & Productive Ecosystems	UNEP Division/Branch:	GEF Biodiversity and Land Degradation Unit, Ecosystems Division
Expected Accomplishment(s):	<p>a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.</p> <p>b) Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems</p> <p>c) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services</p>	Programme of Work Output(s):	PoW 2018-2019, subprogramme 3 on healthy and productive ecosystems
SDG(s) and indicator(s)	<p>2.4.1 - Proportion of agricultural area under productive and sustainable agriculture</p> <p>6.3.2 - Proportion of bodies of water with good ambient water quality</p> <p>15.1.1 - Forest area as a proportion of total land area</p> <p>15.2.1 - Progress towards sustainable forest management</p> <p>15.3.1 - Proportion of land that is degraded over total land area</p> <p>15.9.1 - Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020</p>		
GEF Core Indicator Targets (identify			

these for projects approved prior to GEF-7 ⁶)			
Dates of previous project phases:	N/A	Status of future project phases:	N/A

FROM THE PROJECT'S PIR REPORT (2020):

Project Title:	Building the Foundation for Forest Landscape Restoration at Scale
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Executing Agency:	World Resource Institute (WRI)
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Project partners:	<p>WRI India WRI Indonesia Peatland Restoration Agency (BRG) Indonesia Environment, Forest and Climate Change Commission Ethiopia Kenya Forest Service Kenya Kenya Water Towers Agency Kenya Government of Makueni County Kenya Ministry of Environment – Forest Service (Eaux et Foret) Niger Ministry of Environment – Monitoring and Evaluation Center (CNEDD) Niger Regional Center for Specialized Learning in Agriculture (CRESA) Niger University of Niamey (Agronomy faculty) Niger National Agroforestry Institute (INRAN) Niger</p>
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Geographical Scope:	Global
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Participating Countries:	Ethiopia, Kenya, Niger, India, and Indonesia
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GEF project ID:	5775	IMIS number*⁷:	SB-004361/S1-32GFL-000620/P1-33GFL-000812
Focal Area(s):	Land Degradation	GEF OP #:	LD-3
GEF Strategic Priority/Objective:	LD-3	GEF approval date*:	31 August 2015
UNEP approval date:		Date of first disbursement*:	8 March 2016
Actual start date⁸:	17 November 2015	Planned duration:	36 months
Intended completion date*:	17 April 2019	Actual or Expected completion date:	30 September 2019
Project Type:	MSP	GEF Allocation*:	\$ 1,900,000
PPG GEF cost*:	\$ 100,000	PPG co-financing*:	
Expected MSP/FSP Co-financing*:	\$ 6,250,000	Total Cost*:	\$ 8,150,000
Mid-term Review/eval. (planned date):	N/A	Terminal Evaluation (planned date):	30 September 2019
Mid-term Review/eval. (actual date):	N/A	No. of revisions*:	N/A
Date of last Steering Committee meeting:		Date of last Revision*:	N/A
Disbursement as of 30 June 2020:	\$ 1,075,324	Date of planned financial closure*:	31 December 2024

⁶ This does not apply to Enabling Activities

⁷ Fields with an * sign (in yellow) should be filled by the Fund Management Officer

⁸ Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.

Date of planned completion^{9*}:	31 January 2020	Actual expenditures reported as of 30 June 2020¹⁰:	\$ 1,866,537.60
Total co-financing realized as of 31 December [year]:		Actual expenditures entered in Umoja as of 30 June 2020*:	1,866,537.60
Leveraged financing:¹¹			

2. Project Rationale

According to the Global Partnership on Forest and Landscape Restoration (GPFLR) more than two billion hectares of the cleared and degraded forest lands—an area twice the size of China—offer opportunities for forest landscape restoration.¹² This includes 700 million hectares in Africa, 400 million hectares in Asia, and 500 million hectares in Latin America. “Degraded land” refers to areas that have had their natural forest cover cleared or significantly diminished, and now contain low levels of biodiversity and low stocks of carbon (below 40 tons per hectare). These lands do not necessarily have poor soil quality; rather they are “degraded” relative to forest that was there before.

Degraded lands adversely affect the livelihoods, economic well-being and nutritional status of more than one billion people in developing countries¹³ through losses in agricultural productivity and ecological function. Moreover, degradation disproportionately affects the most vulnerable and poorest people who depend on the land and its natural resources for their survival. Restoring degraded land contributes to the broader goal of achieving sustainable landscapes and balancing the needs of agriculture and ecosystem service provision.

Three restoration strategies—climate smart agriculture, restoration, and avoided deforestation—mutually reinforce one other if implemented effectively. Restoring land into agriculture and agroforestry can increase total food production and lay the foundation for reducing pressure to convert natural ecosystems. At the same time, effective strategies for avoiding deforestation are necessary to make converting the forest frontier a more expensive option (politically, economically, and/or legally) than restoring degraded lands or investing in increased productivity on existing agriculture lands.¹⁴ Furthermore, restoring degraded lands into forests is important to provide the ecosystem services needed for climate smart agriculture and relieving pressure on primary forests. The project focuses on restoration in integrated landscapes linking forests and tree-based practices thereby contributing to the wider sustainable landscape goal and its interaction with the complementary strategies of avoided deforestation and climate smart agriculture.

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

- **Ethiopia:** decades of degradation that offers large-scale restoration opportunities, political buy-in from the Ministry of Environment and Forests but not yet a formal commitment to the Bonn Challenge, success stories that could be scaled in Tigray and Humbo regions.
- **Niger:** major concerns on desertification, strong relations with the Ministry of Environment and Sustainable Development as well as the Ministry of Agriculture, success of farmer-led re-greening efforts of more than 5 million hectares that can be replicated and scaled.

⁹ If there was a “Completion Revision” please use the date of the revision.

¹⁰ Information to be provided by Executing Agency/Task Manager

¹¹ See above note on co-financing

¹² GPFLR (Global Partnership on Forest Landscape Restoration). 2011. *Landscapes of Opportunity*. Washington, DC: World Resources Institute. See <http://www.wri.org/map/global-map-forest-landscape-restoration-opportunities>

¹³ GEF Focal Area: Land Degradation Fact Sheet, 2009

¹⁴ Searchinger, T. 2011. *The Food, Forest and Carbon Challenge*. Washington, DC: National Wildlife Federation. See <https://www.nwf.org/~media/PDFs/Global-Warming/Reports/TheFoodForestandCarbonChallenge.ashx>

- Kenya: strong relations and existing relevant grants from Germany's BMU with the Clinton Foundation and Green Belt Movement; commitment from the government for large-scale tree planting efforts that could be positively influenced through data and analyses to focus in priority areas.
- Indonesia: political commitment from the Ministry of Planning (BAPPENAS) but small and growing commitment from the Ministry of Forests who controls approximately 70% of the land in Indonesia, existing maps of degraded lands in Kalimantan, Papua, Sumatra and Sulawesi, several small-scale restoration projects for forests and peat lands that could be scaled up.
- India: launch and funding of the first Agroforestry Mission in February 2014, approval for funding of the Green India Mission, strong history of restoration of watershed areas in Karnataka that could be replicated and scaled.

3. Project Results Framework

The goal of this project is to advance the building of a foundation for forest landscape restoration (FLR) at scale. The project is based on a global strategic framing of priority actions for scaling up successful restoration, with a focus on the five pilot countries of Ethiopia, Kenya, Niger, Indonesia and India. The approved objective of this project is to contribute to the creation of more sustainable landscapes and to integrate sustainable land management with complementary strategies such as avoided deforestation and climate smart agriculture. In other words, the project will help to achieve large-scale landscape restoration and revitalize degraded lands and forests. The project will achieve this through the following three components and corresponding outputs.

Component 1: Increased political inspiration, support and ambitious commitments to forest landscape restoration/REDD+ actions in Ethiopia, Kenya, Niger, Indonesia, and India.

Component 2: To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions need to have easy access to these tools, suitable policies need to be adopted and decision makers need to be equipped with relevant information.

Component 3: To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration.

Envisaged Outputs:

- Output 1: Restoration Opportunity Mapping that quantifies the area of opportunity in each country, based on the best local knowledge and science developed, tested and applied in the candidate countries.
- Output 2: Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country.
- Output 3: Pledged contributions drafted to the Bonn Challenge (hectares).
- Output 4: Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration.
- Output 5: Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps.
- Output 6: Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic.
- Output 7: Policy-makers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors.
- Output 8: Technical exchanges between countries and at the sub-national level.

- Output 9: Restoration Opportunity Fund(s) designed (national and broader in scope potentially).
- Output 10: Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration.
- Output 11: Method for establishing baselines and monitoring changes in biomass established.

4.Executing Arrangements

UNEP is acting as the GEF Implementing Agency. WRI, as the Executing Partner, provides overall management and oversight of the Project from its global headquarters in Washington, DC. A Project Steering Committee was planned to be established to provide general oversight and guidance to the project's global and national components, facilitate inter-agency coordination and monitor global and national-level activities. The WRI Project Manager reports to the Steering Committee. WRI's management role, led by the Project Manager, was to review quarterly work programs, administer, oversee, and implement all project activities; provide financial management; monitor project implementation and outcomes; and ensure that project is delivered on time and on budget. In the focus countries, World Resources Institute implemented activities through its national executing partners. The project team also worked closely with relevant international and local NGOs, and major co-financers in a Steering Committee to provide guidance and facilitate cross-sector coordination.

5.Project Cost and Financing

Project budget at design, broken down per component and funding source (GEF grant and co-financing) are presented in the Tables below.

Project Component	Grant Amount (\$)	Cofinancing (\$)
COMPONENT 1. Increased commitments to restoration	579,048	1,600,000
COMPONENT 2. Enabling conditions between sectors in place to allow for large-scale restoration	760,000	2,630,000
COMPONENT 3. Catalyze implementation and results, focusing on the areas of finance and monitoring	470,476	1,700,000
Sub-total	1,809,524	5,930,000
Project Management	90,476	320,000
TOTAL	1,900,000	6,250,000

Sources of Co-financing for baseline project	Name of Co-financier	Type of Co-financing	Amount (\$)
NGO	WRI ¹⁵	Cash	900,000
NGO	Clinton Foundation	Cash	200,000
Bilateral	Norway/Norad	Cash	4,000,000
Government	Niger	In Kind	250,000
Government	Kenya	In kind	250,000
Government	Ethiopia	In Kind	250,000
Company	ESRI	In Kind	100,000
GEF Agency	UNEP	In kind	300,000

¹⁵ 400,000 USD funding from BMUB has been granted as co-financing for this project and is reflected as rolled up in WRI's own contribution

Total Co-financing		6,250,000
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6. Implementation Issues

N/A

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

In line with the UNEP Evaluation Policy¹⁶ and the UNEP Programme Manual¹⁷, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and WRI. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The “Why?” Question. As this is a Terminal Review and similar interventions are envisaged for the future particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s)’ minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main Review Report will be shared with key stakeholders by the Task Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the Task Manager which audiences to target and the easiest and clearest way

¹⁶ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

¹⁷ <https://wecollaborate.unep.org>

to communicate the key review findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**¹⁸ listed below (no more than 3 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TR:

Q1: To what extent has the Project advanced forest landscape restoration (FLR) in the target countries and beyond?

Q2: What are the most successful examples of FLR enabled by the project and potential for their scaling-up?

Q3: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report:**

a) Under Monitoring and Reporting/Monitoring of Project Implementation:

What was the performance at the project's-completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided¹⁹).

b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:
What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

d) Under Factors Affecting Performance/Environmental and Social Safeguards:
What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this Review should be shared with the Task Manager for uploading in the GEF Portal)*

e) Under Factors Affecting Performance/Communication and Public Awareness:
What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

¹⁸ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

¹⁹ This does not apply to Enabling Activities

10. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

Annex 1 of these Terms of Reference provides a table with a list of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. **Alignment to the UNEP's Medium-Term Strategy²⁰ (MTS), Programme of Work (POW) and Strategic Priorities**

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building²¹ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. **Alignment to Donor/GEF/Partner Strategic Priorities**

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. **Relevance to Global, Regional, Sub-regional and National Environmental Priorities**

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. **Complementarity with Relevant Existing Interventions/Coherence²²**

²⁰ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

²¹ <http://www.unep.fr/ozonaction/about/bsp.htm>

²² This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization²³, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating²⁴ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval²⁵). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Task Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs²⁶

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation

²³ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

²⁴ In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

²⁵ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

²⁶ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019).

of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs available and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision²⁷

ii. Achievement of Project Outcomes²⁸

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed²⁹ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness

iii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Review will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project reviews is outlined in a guidance note and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

²⁷ For GEF funded projects 'project management and supervision' will refer to the project management performance of the Executing Agency and the technical backstopping provided by UNEP, as Implementing Agency.

²⁸ Outcomes are the use (*i.e. uptake, adoption, application*) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

²⁹ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during a review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

The Review will consider the extent to which the project has played a catalytic role³⁰ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review will assess the level of communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

Under the efficiency criterion the Review will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Review will describe any cost or time-saving

³⁰ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. *Catalytic effect* is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. *Scaling up and Replication* require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. *Scaling up* suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while *Replication* suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities³¹ with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and Executing Agencies.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

The Review will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³² results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

The Review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring were used to support this activity.

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be

³¹ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

³² SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

provided to the Review Consultant(s) by the Task Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equity (e.g. disaggregated indicators and data)

H. Sustainability

Sustainability³³ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Review will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Review will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Review will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness

³³ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, *Achieving More Enduring Outcomes from GEF Investment*)

- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

For GEF funded projects 'project management and supervision' may refer to the project management performance of the Executing Agency and the technical backstopping and supervision provided by UNEP as Implementing Agency. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs, target users of project outputs and any other collaborating agents external to UNEP and the executing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval.

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment³⁴.

³⁴The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements³⁵ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are reviewed above under Quality of Project Design).

The Review will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. Communication and Public Awareness

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback

³⁵ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

(a) A **desk review** of:

Relevant background documentation, inter alia biodiversity and natural resource management strategies, other substantive documents prepared by the projects and others;
Project design documents (including minutes of the project design review meeting at approval);
Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool and others;
Project deliverables (e.g. publications, reports, assessments, surveys);
Mid-Term Review or Mid-Term Evaluation of the project;
Evaluations/Reviews of similar projects.

(b) **Interviews** (individual or in group) with:

UNEP Task Manager (TM);
Project Manager (PM);
Project management team;
UNEP Fund Management Officer (FMO);
Portfolio Manager and Sub-Programme Coordinator, where appropriate;
Project partners based on stakeholder analyses;
Relevant resource persons;
Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

- **Surveys;**
- **Field visits;**
- **Other data collection tools**, all as appropriate for the terminal review and elaborated in the inception report.

11. Review Deliverables and Review Procedures

The Review Consultant will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.

- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

A **Review Brief** (a 2-page overview of the evaluand and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Task Manager no later than during the finalization of the Inception Report.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. The Task Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The final version of the Terminal Review report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Review report.

At the end of the review process, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

12. The Review Consultant

The Review Consultant will work under the overall responsibility of the Task Manager in consultation with the Fund Management Officer, the Head of Unit/Branch, the Portfolio Manager and the Sub-programme Coordinators of the relevant UNEP Sub-programmes as appropriate.

The Review Consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired for 40 workdays over a period of 4 months (1 September 2022 to 31 December 2022) and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach. A good/broad understanding of biodiversity, land management and forest restoration issues is desired. For this consultancy, fluency in oral and written English is required. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the Task Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

13. Schedule of the Review

The table below presents the tentative schedule for the Review over 4 months since start of the assignment.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	3 weeks from starting date
Review Mission	6 weeks from starting date
E-based data collection through interviews, surveys and other approaches.	8 weeks from starting date
PowerPoint/presentation on preliminary findings and recommendations	8 weeks from starting date
Draft Review Report to Task Manager (and Project Manager)	12 weeks from starting date
Draft Review Report shared with wider group of stakeholders	13 weeks from starting date
Final Review Report	16 weeks from starting date
Final Review Report shared with all respondents	16 weeks from starting date

14. Contractual Arrangements

The Review Consultant(s) will be selected and recruited by the Task Manager under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form. Fees will be paid on an instalment basis, paid on acceptance and approval by the Task Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per Annex I document #9</i>)	30%
Approved Draft Main Review Report (<i>as per Annex I document #10</i>)	30%
Approved Final Main Review Report	40%

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Task Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP’s information management systems (e.g. PIMS, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by UNEP, payment may be withheld at the discretion of the Head of Branch or Portfolio Manager until the consultants have improved the deliverables to meet UNEP’s quality standards.

If the consultant fails to submit a satisfactory final product to the Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources

to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX IX. RESULTS FRAMEWORK (IN REVIEW)

STRATEGIC OBJECTIVE/ GOAL: To advance the building of a foundation for forest landscape restoration at scale in five pilot countries (Ethiopia, Kenya, Niger, Indonesia, and India.)					
PROJECT GLOBAL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS			VERIFICATION METHODS	ASSUMPTIONS
	INDICATOR	BASELINE	TARGET		
<p>To catalyze and support multiple processes designed to contribute to forest landscape restoration across millions of hectares by the end of 2020.</p>	<ul style="list-style-type: none"> • Positive change in GEF LD3 scores and tracking tool: <ol style="list-style-type: none"> Enhanced cross-sector enabling environment for integrated landscape management. Integrated landscape management practices adopted by local communities. Increased investments in integrated landscape management • Value from restored forest landscapes • Area (in hectares) under forest landscape restoration 			<ul style="list-style-type: none"> • GEF Tracking Tool • National jobs data in relevant sectors; Revenue amount redistributed to communities, Poverty level data; REDD+ project benefit sharing levels; Other potential consolidated data from national and project surveys. 	<p>Partner executing agencies are committed to effectively and efficiently implement forest landscape restoration</p>
<p>PROJECT SPECIFIC OBJECTIVE</p> <p>To contribute to large-scale landscape restoration and revitalize degraded lands and forests.</p> <p>/ to contribute the creation of more sustainable landscapes and to integrate sustainable land management with complementary strategies such as avoided deforestation and climate smart agriculture.</p>					
OUTCOMES & OUTPUTS	INDICATOR	BASELINE	TARGET	VERIFICATION METHODS	ASSUMPTIONS
<p>Component 1: Increased political inspiration, support, and ambitious commitments to forest landscape restoration/ REDD+ actions in Ethiopia, Kenya, Niger, Indonesia, and India.</p>	<p># of national, sub-national and sector plans, strategies and policies adopted that support forest landscape restoration</p>	0	One adopted integrated forest landscape restoration plan for each country	Restoration policy analysis, tracking system and database	<p>Adopted policies lead to implementation and enforcement.</p> <p>Other barriers to research-based decision making are removed.</p>

<p>Outcome 1.1. Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits</p>	<p># of compelling analysis presentations to decision-makers including the different roles that gender plays in restoration activities</p>	<p>0</p>	<p>Develop land use potential maps (5) and document successful cases of restoration (5) for each country</p>	<p>Presentation and outreach tracking system</p>	
<p>Output 1.1.a Restoration Opportunity Mapping that quantifies the area of opportunity in each country based on the best local knowledge and science developed, tested and applied in the candidate countries</p>	<p># of restoration maps produced</p>	<p>0 - but in progress in Kenya and Ethiopia</p>	<p>6</p>	<p>WRI produced maps tracking system</p>	
<p>Output 1.1.b Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country</p>	<p># of analysis quantifying the economic costs and benefits of relevant restoration interventions (including the different roles that gender plays) produced by WRI managed funding</p>	<p>0</p>	<p>One cost and benefit analyses per country (5) and other analyses as needed to build economic case</p>	<p>WRI produced analyses tracking system</p>	
<p>Outcome 1.2 Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020</p>	<p>Area of hectares committed to Bonn Challenge goal by each country</p>	<p>Ethiopia has committed 15M ha to the Bonn Challenge</p>	<p>100% of quantified areas for national and landscape level restoration adopted as commitments by each country</p>	<p>Documentation of pledges</p>	
<p>Output 1.2.a Pledged contributions drafted to the Bonn Challenge</p>					

(hectares)					
Outcome 1.3 High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally	Increased political momentum to implement forest and landscape restoration	Political interest from key stakeholders and presence of enabling conditions	Country uptake and ownership of the restoration agenda through established working groups, committees and continued engagement	Documentation of public and private commitments	
Output 1.3.a Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration	# of actions taken in support of or to advance forest landscape restoration	0 - Kenya and Ethiopia have created working groups but not yet fully functional	One per country	High-level actions tracking system	
Component 2: To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions need to have easy access to these tools, suitable policies need to be adopted and decision makers need to be equipped with relevant information.	# of institutions systematically using WRI developed tools as part of their forest landscape restoration planning, decision-making and implementation.	0	(Same as number of confirmed executing partner agency)	Annual interviews with executing partner agency	Removing all barriers to WRI developed tools use is within the scope of our work Tools and capacity building are what decision-makers need to plan and implement forest landscape restoration
Outcome 2.1. Tools developed, tested and applied at scale to support forest landscape restoration planning and	# of institutions using tools developed and tested by WRI to plan or implement forest landscape restoration	0	(Same as number of confirmed executing partner agency)	Tool development and testing tracking system, google analytics, and institution use	

implementation. Countries and institutions have easy access to these tools. Decision makers empowered.				narratives	
Output 2.1.a Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps.	# of Rapid Restoration Diagnostic reports, tools, plans, recommendations, including differentiated recommendations by gender	0	9 (one diagnostic report per country and related plans, tools and recommendations)	Rapid Restoration Diagnostic reports	
Output 2.1.b Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic	Ratio of strategies adopted (# adopted/#identified)	0	1 (all identified strategies adopted in each country)	Annual national level strategy tracking and review.	
Outcome 2.2. Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale	% increase in individual knowledge and skills through trainings and exchanges # of institutional capacity barriers addressed	0	Needs to be defined by Rapid Restoration Diagnostic report	Needs to be defined	
Output 2.2.a	# of exchange and	0	3 fora for Kenya,	Participant sign	

Policymakers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors.	training participants (disaggregated by sector and gender)		Ethiopia and Indonesia. Study visit in Niger and ROAM trainings and roundtable in India	in list and participant exchange or training evaluation	
Output 2.2.b Technical exchanges between countries and at the sub-national level	# of exchange trips	0	2 (one in Kenya and India)	Participant sign in list and participant exchange or training evaluation	
Component 3: To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration.	# financial or implementation barriers slowing the pace of restoration scale up addressed	0	5 (one per country)	Financial barriers addressed by (3.1) and observable smooth implementation	Most implementation barriers are due to financial, tools and capacity constraints. Other factors will align with WRI's scope of responsibility to convene and inspire financial commitments. Partners will collaborate, adopt, and implement M&E frameworks as recommended by protocols.
Outcome 3.1. Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country	# WRI actions to identify resources, convene key parties to build momentum, or advocate for resources	0	9 (one per country and follow-up actions as needed)	Documentation of financial pledges	
Output 3.1.a Restoration Opportunity Fund(s) designed (national and broader in scope)	Progress of establishing funds	No fund channelling money to restoration on the ground	Fund established	Functioning fund	

potentially)					
Output 3.1.b Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration.	# of finance assessments conducted	0	5 (one per country)	5 financial assessments conducted	
Outcome 3.2 Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally	Progress around designing a restoration monitoring and evaluation system (with specific attention to socioeconomic monitoring and evaluation)	No restoration monitoring and evaluation framework in any country	Multi-scale restoration M&E framework, system, protocol, one pilot of an M&E system that accurately reflects progress of forest landscape restoration, and accessible monitoring data on web portal	Completed restoration monitoring system	
3.2.a Method for establishing baselines and monitoring changes in biomass established	# of method and protocols for monitoring changes in biomass established	0	1	Method and protocol document	
	# of plans for piloting a baseline using method and protocols above	0	5 (one per country)	Completed baselines for each country	
	Percentage increase in tree density as a measure of global environmental benefits		5 %	High resolution satellite and field assessment	

ANNEX X. PROJECT OUTPUT ACHIEVEMENTS

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
Outcome 1 (1.1.) Compelling analyses for improved decision making to support restoration is developed for each of the focus countries, including the number of hectares and expected benefits					
Output 1 (1.1.a.): Restoration Opportunity Mapping that quantifies the area of opportunity in each country, based on the best local knowledge and science develop, tested and applied in the candidate countries.					Status: Completed
Global:	December 2018	100%	100%	Complete. The global restoration opportunity map that gives a global estimate of area available for restoration developed by WRI titled “ <u>Natural Climate Solutions</u> ” was published in the journal Proceedings of the National Academy of Sciences in October 2017.	One (1) map
Kenya: Activity 1 Develop National restoration priority map	September 2016	100%	100%	Complete. Kenyan national restoration opportunity maps have been completed and were released at a high-level launch event in September 2016. Complete: First draft restoration maps for Bungoma and Trans-Nzoia Counties were completed in 2017 and shared with stakeholders. Restoration opportunity and prioritization mapping done in Makeni County with input from local stakeholders and government officials, have been shared with the County Government to inform the sub-national restoration commitment towards the national target as well as restoration implementation on the ground. These maps and data were also shared with the County Climate Change Board that manages the county climate change fund to guide resilience and mitigation efforts. Complete: Several stakeholder consultation meetings were carried out in the Bungoma and Trans-Nzoia counties to document successful restoration strategies, identify causes, pinpoint locations of degradation, and propose action items for national and sub-national institutions. Additionally, as part of the national process to develop a landscape restoration roadmap, a detailed national stocktaking exercise was conducted,	Eight (8) restoration opportunity maps
Activity 2 Develop restoration potential for priority landscape	October 2018	90%	100%		
Activity 3 Stocktaking and document success	October 2018	90%	100%		
Activity 4 Establish restoration website	September 2016	100%	100%		

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				<p>which looks at successful interventions around the country, focusing on the three major land uses: forests, cropland, and rangeland/grazing lands. This report has been shared with the Government and is currently being used to inform the national strategy.</p> <p>Complete. Concurrent with the launch event in September 2016, a landscape restoration atlas website (ken.restoration-atlas.org/map/) hosting the national restoration maps and allows users to run analyses, was made public.</p>	
<p>Ethiopia: Activity 1 Assess land degradation for priority landscapes</p> <p>Activity 2 Stocktaking and document success</p> <p>Activity 3 Establish land use plan for priority landscape</p>	<p>December 2018</p> <p>September 2018</p> <p>December 2018</p>	<p>50%</p> <p>90%</p> <p>75%</p>	<p>100%</p> <p>100%</p> <p>100%</p>	<p>Complete. The project team requested, through EFCCC, access to the EthioSIS data for Sodo and Meket Woredas to the Agricultural Transformation Agency (ATA) but ATA's web portal is being built, preventing the Agency to share any data in a timely fashion for them to be included in the analysis. Low percent tree cover was used as a proxy. The percent tree cover map was produced based on a cloud-based classification in Google Earth Engine, based on data collected in Collect Earth for 2016-2017.</p> <p>Complete. The stock-take of restoration activities in Sodo and Meket Woredas was conducted as part of the Restoration Diagnostic.</p> <p>Complete. The land use and percent tree cover maps produced through cloud-based classification in Google Earth Engine were finalized for both Meket and Sodo. These maps served as the basis for the mapping of 5 tree-based landscape restoration interventions in Sodo (establishment of secondary forests, agri-silviculture, woodlots/plantations, enrichment planting in shrubland, bamboo) and 6 in Meket (establishment of secondary forests, agroforestry, woodlots/plantations, frankincense, shrubland enrichment, buffer to waterbody). A technical report for</p>	<p>Eleven (11) maps (five (5) tree-based landscape restoration interventions in Sodo + six (6) tree-based interventions in Meket)</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				each Woreda was written to ensure that the local experts understand what has been done and how to replicate it. This report also includes a section presenting the results from running InVEST to assess the minimum area and best location of secondary forests in Sodo and Meket to control waterbody sedimentation. The reports were in the final stages of the review process by the project completion date.	
<u>Indonesia:</u> Activity 1 <i>Stocktaking and document success</i> Activity 2 <i>Establish land use plan for priority landscape</i> Activity 3 <i>Establish restoration website</i>	September 2017 September 2017 September 2017	100% 100% 100%	100% 100% 100%	Complete. ROAM analyses have been completed for two priority landscapes (Musi in South Sumatra Province and Batanghari in Jambi Province). WRI Indonesia also supported the Peat (and Mangrove) Restoration Agency to produce an indicative map for peat restoration and in the process of assisting the Agency with land use planning for certain peat landscapes. WRI Indonesia launched an alpha version of a restoration stocktaking platform that compiles restoration activities conducted by non-state entities, and this platform has been included in a platform dedicated to peat restoration (see http://www.pantaugambut.id). WRI Indonesia was involved in a publication entitled "Forest Ecosystem Recovery in Indonesia" by Indufor that reviews restoration policy in Indonesia. Together with the Ministry of Environment and Forestry, WRI Indonesia also produced a book documenting success stories from restoration in protected/conservation areas.	Two (2) restoration opportunity maps
<u>Niger:</u> Activity 1 <i>Develop regional restoration priority map</i>	December 2017	100%	100%	Complete. A team of field experts from the Forestry Department (Direction des Eaux et Forêts), conducted two field visits in the country in August-September 2018. The first visit aimed at collecting georeferenced information from all the projects across the nation that had a restoration or sustainable land management component. A table of all the projects was created and completed with information gathered with the Ministry of planning. The	One (1) stocktaking map produced showing areas under FMNR

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				table revealed that although there were over 20 large projects on restoration, very few of them had georeferenced data that could be used. The second field visit focused on the area with the most data, partners and technical support: the Maradi region. The team focused on collecting GPS coordinates and shapefiles of existing successfully restored farmlands. That data was used to create a comprehensive map showing restored land (using FMNR) in Maradi. The maps and table produced by the experts were presented and validated during a National Workshop, organized by TerrAfrica , in February 2018. They were also used as a resource by the Ministry of Environment in the development of their national land management plan that was published in August 2018.	
India: Activity 1 Develop National restoration priority map	September 2017	100%	100%	Complete. The national map of restoration opportunities has been developed and reviewed by an expert technical working group on mapping and monitoring at the national level. It is estimated that 150 million ha of forest and agricultural lands offer opportunities for wide scale restoration (49 million ha) and mosaic restoration (101 million ha) in India. The map and findings have been widely shared with government agencies, private sector organizations, funders, NABARD and civil society organizations. The maps have been disseminated widely through the Restoration Opportunities Atlas for India (https://india.restorationatlas.org/) that was launched in September 2018 at a roundtable dialogue. A technical note detailing the methodology underpinning the development of different spatial layers on the Restoration Opportunities Atlas was published in September 2018. The atlas has state level statistics available through state level reports. A podcast on the atlas also broadcasted. (http://wri-india.org/blog/podcast-using-	Two (2) restoration opportunity maps

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				technology-support-tree-based-climate-action-india The map of restoration opportunities and the priority interventions for Sidhi is complete. It was validated by community representatives in Sidhi and has been widely shared with different central ministries, state departments, NABARD and civil society organizations. The final map of restoration opportunities in Sidhi shows more than 350,000 ha of land has potential for landscape restoration.	
Output 2 (1.1.b): Quantification of potential net economic benefits in the countries developed by analyzing the economic costs and benefits of the relevant restoration interventions in each country.					Status: Completed
<u>Global:</u>	N/A	N/A	N/A	N/A: output applies at the country level only.	Two (2) analyses were conducted
<u>Kenya:</u> Activity 5 Assess cost and benefits at national level and build business case	October 2018	75%	100%	Complete: WRI's New Restoration Economy (NRE) project published two reports (Roots of Prosperity , and The Business of Planting Trees) in late 2017 and early 2018 respectively. The first takes an in-depth analysis of the global economic potential for landscape restoration, and the other profiles successful restoration enterprises, including some from Kenya, like F3 Life and Komaza . In addition to this, as part of a study that will inform the development of the national landscape restoration roadmap, detailed cost and benefit analyses was conducted in partnership with IUCN for the major restoration intervention types used across Kenya (as identified in the ROAM analysis). In addition, WRI mobilized additional support from WRI partner organization (CIFOR) to carry out gender analysis for restoration	One (1) cost benefit analysis
<u>Ethiopia:</u> Activity 4 Build business case for landscape restoration in priority landscapes based on costs and benefits to	September 2018	90%	100%	Complete. After a national validation workshop (see Internal Report and PPT), the cost-benefit analysis (CBA), conducted for seven restoration transitions in both Sodo and Meket, was finalized. The CBA is being summarized to be published as a fact sheet. This is part	Two (2) cost benefit analyses were conducted, one for Sodo and one for Meket

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<i>individuals and society.</i>				of a co-funded project with IUCN and proposed to be published after the end of this GEF project.	
<p><u>Indonesia:</u> Activity 4 Quantify carbon benefits</p> <p>Activity 5 Develop briefs on use of restoration for mitigating carbon emissions</p> <p>Activity 6 Develop cost and benefits analysis for restoration planning</p>	<p>January 2018</p> <p>January 2018</p> <p>January 2018</p>	<p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p>	<p>Complete. The analyses on carbon benefits and cost benefit analyses in priority landscapes have been completed. In South Sumatra, the analyses were included in the Provincial Masterplan for Renewable Resources-Driven Green Growth. Some “popular” publications for communities containing such information were officially disseminated to the public on several occasions in 2017.</p>	<p>One (1) cost benefit analysis and one (1) carbon benefit analysis conducted, reflected to the Provincial Masterplan for Renewable Resources-Driven Green Growth, and reflected to awareness raising documents for public.</p>
<p><u>Niger:</u> Activity 2 Stocktaking and document success</p>	December 2017	100%	100%	<p>Complete. A field team were selected by the Forestry Department (Direction des Eaux et Forêts) in August 2017 to lead data collection visits. The team conducted stocktaking of existing successes in FMNR in all five target regions (through series of interviews with farmers and partners, and project sites visits). This resulted in the development of a near-to-complete list of successfully restored lands (sites; type of intervention; area restored) and a table of all the restoration projects implemented in Niger between 2012-2018. The table included estimates of restored areas for each project. The list has been validated by the local partners and other national entities (Department of Planning) in February 2018. In May 2018, during “The week of Restoration” the Department of Forestry declared that stocktaking practices will be included in their annual planning exercises.</p>	<p>One (1) cost benefit analysis</p>
<p><u>India:</u> Activity 2 Identify and document a sample of past and ongoing</p>	December 2018	70%	100%	<p>Complete. A database of past and on-going restoration interventions in India has been developed. The database captures information such as</p>	<p>One (1) restoration livelihood assessment</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p>experiences of restoration through governmental programmes in different sectors, private sector and civil society initiatives.</p> <p>Activity 3 Assess cost and benefits in priority landscape and build business case</p>	December 2018	100%	100%	<p>geographic location, model of restoration intervention (natural regeneration, plantation, agroforestry system), key actors involved, funding agency, benefits accrued (both regulatory and provisioning services) and associated business models. A report based on the framework for stocktaking to document learning from past experiences of restoration in India has been developed. The framework aids in identifying key factors that can enable scaling site level interventions through select case studies.</p> <p>Complete. Findings of the livelihood assessment that was undertaken in partnership with Institute of Livelihood Research and Training (ILRT) in Bhopal were presented at the national level technical working group on finance and economics on 5 July 2018 and have been accepted by the working group. This assessment's findings indicate that landscape restoration in Sidhi can create wage opportunities of 3.75 million person-days, resulting in wage income of nearly USD10 million. Restoration value chains in six sectors can also generate more than 30,000 jobs benefitting women and unemployed youth in the district. The wage opportunities benefits are estimated to be short term benefits while the value chains development is estimated over a longer time frame (> 5 years). These findings have been widely shared to build the business case for restoration and operationalize Sidhi's opportunity assessment findings.</p>	
<p>Outcome 2 (1.2) Restoration commitments drafted and announced in target countries contributing to the Bonn Challenge goal of 150 million hectares in the process of being restored by 2020</p>					
<p>Output 3 (1.2.a.): Pledged contributions drafted to the Bonn Challenge (hectares)</p>					<p>Status: Completed</p>
<p><u>Global:</u></p>	December 2018	100%	100%	<p>Complete. African countries have now pledged to restore 86.2 million ha by 2030 under AFR100, with recent pledges coming from Nigeria (https://afr100.org/content/nigeria-africas-largest-economy-backs-land-restoration-4-million-hectare-pledge),</p>	139.7M hectares

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				Sudan and Chad. Globally, under the Bonn Challenge , the original target of 150 million ha pledged has been exceeded, with 160.2 million ha pledged for restoration by 2020.	
<p><u>Kenya:</u> Activity 6 <i>Quantify the area that can be committed to restoration</i></p>	September 2016	100%	100%	<p>Complete. As reported in PIR 2017, the Government agreed on a 5.1-million-hectare restoration commitment to be implemented by 2030, in January 2016. This commitment has been officially signed as part of the Bonn Challenge, New York Declaration on Forests, and AFR100, and has been announced at the 3GF conference in Denmark in June 2016. In September 2016, a high-level national launch event took place, and was attended by well over 100 guests, including high-level representatives from various ministries and departments in the government. The turnout also included representatives from many different sectors who have not usually coordinated or been convened together on this issue. This recorded as one of the biggest achievements of the event, as being an opportunity for all the different sectors to take ownership of the mapping process and the national pledge. Many media outlets were also present and helped get the FLR message out to the Kenyan public. In addition to this, the Governor of Makueni County has made it clear that he plans to make the first sub-national restoration commitment in Kenya towards the national target, potentially setting the example for other counties to follow. This commitment would be informed by the county mapping and restoration action plan work that will be completed before the end of 2018. (PIR 2018) After consultations with Makueni County government officials, it was decided that action plans at the sub-county level would be the most valuable for scaling up restoration implementation on the ground, and so 3 sub-counties were selected. These action plans were completed in early 2019</p>	5.1M hectares

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p>Ethiopia: Activity 5 Inform national strategy and road map for achieving 15 million ha with landscape restoration work at national and priority landscape levels</p>	September 2018	98%	100%	<p>Complete. The maps, technical report, and data were launched on October 2018, along with the National Forest Sector Development Program. (http://eth.restoration-atlas.org). The maps were presented to an audience of 180 people, including the Minister of Environment, Forest and Climate Change, the Ambassadors of Norway and Sweden, and the Head of UNDP country office. A leaflet was distributed and a blog published on AFR100 website.</p>	15M hectares
<p>Indonesia: Activity 7 Translate existing national strategy in executable activities in watersheds</p> <p>Activity 8 Organize workshop with conservation concessions</p>	<p>March 2017</p> <p>March 2017</p>	<p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p>	<p>Complete. Results from ROAM analyses that have been completed for two priority landscapes (Musi in Sumatra Selatan Province and Batanghari in Jambi Province) have been disseminated to provincial governments. In South Sumatra, restoration strategies have been included in the Province's Green Growth Plan. Our previous workshops and FGDs have also been attended by conservation organizations as well as members of the private sector. In May 2017, WRI Indonesia co-organized a workshop with the Ministry of Environment and Forestry on costs for conducting restoration in conservation areas.</p>	2M hectares
<p>Niger: Activity 3 Develop strategy to scale up farmer managed Natural Regeneration (FMNR)</p>	June 2018	100%	100%	<p>Complete. On 3 August 2017, the Ministry of Environment selected FMNR as the main theme for the 2017 National Tree Day. This was a direct result of WRI's ongoing engagement with the Department of Forestry on the important role of FMNR in land management and water retention in the drylands of Niger. In April 2018, the Department of Forestry, with WRI's support, organized a meeting with key stakeholders (including international NGOs, government representatives and regional land management representatives) on land management and restoration in Niger. The discussion was focused on the need to create a common vision for land restoration, with FMNR at the center. A month later, during the Week of Restoration, in May 2018, the Scaling</p>	3.2M hectares

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
Activity 4 Develop strategy and road map to achieve national pledge	August 2018	100%	100%	<p>Up Regreening: Six Steps To Success report was presented followed by a half-day exercise aiming at identifying the steps Niger needs to take to scale up FMNR at a low cost. Five subgroups were created during that exercise, each focusing on one of the targeted regions. A list of scaling up priorities was compiled and transmitted to the Ministry of Environment. Finally, WRI prepared a summary of key recommendations on how to scale up FMNR that was submitted to the Department of Forestry.</p> <p>Complete. In May 2018, the Ministry of Environment, in collaboration with WRI, organized the 1st Week of Restoration in Niger. The week was titled "From National Pledges to Implementation" and aimed at deepening and concretizing Niger's restoration opportunity assessment and priority actions to accelerate implementation. The week gathered key stakeholders including high-level government representatives, international and national NGOs, farmers, civil society groups, and religious groups for discussions on restoration barriers and opportunities; restoration finance; private sector involvement; greater partnership and cohesion on the ground. WRI took this opportunity to conduct a restoration diagnostic which revealed relevant barriers to the achievement of national pledges. The week resulted in the re-establishment of a national taskforce on land restoration, and a comprehensive approach to scaling up successes at a low cost. That same week, the Ministry of Environment published a new National Plan on Land Management that identified FMNR and tree protection on farmland as a central pillar to greening efforts in Niger. A second week of restoration is anticipated to take place in 2019.</p>	
<u>India:</u> Activity 4 Translate national commitments into	September 2017	100%	100%	Complete. The Indian government estimates indicate that to meet the NDC goal, an additional 28-34 million ha of areas need to be brought under	21M hectares (13Mha by

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p><i>area that can be committed to restoration</i></p> <p>Activity 5 Identify specific interventions that support restoration policies</p>	September 2017	100%	100%	<p>tree cover. The national restoration opportunity assessment indicates approximately 151 million ha potential for wide scale and mosaic restoration in India. The national assessment findings enable translating national commitments into areas that can be committed to restoration. The national assessment is complemented by a granular analysis of suitable restoration interventions for the district of Sidhi. Together the national and sub-national level maps provide crucial evidence base to advance national commitments on restoration. These findings have been shared widely with central ministries and state departments, NABARD and civil society organizations.</p> <p>Complete. A framework developed by IUFRO scientists on global interventions associated with landscape restoration projects in India was adapted by WRI India. By doing a systematic literature review for India the adapted framework identifies specific interventions that support restoration policies and meet adaptation and mitigation goals.</p>	2020 + 8Mha by 2030)
Outcome 3 (1.3) High-level political commitment and cross-sectoral support for implementation of forest and landscape restoration actions in the target countries and emerging globally					
Output 4 (1.3.a.): Presidential decrees, parliamentary actions and/or inter-ministerial working groups drafted and structured in support of forest landscape restoration					Status: Completed
Global:	December 2018	75%	100%	<p>Complete. The Global Landscape Forum (GLF) hosted an Africa-specific forum in Nairobi in August, just after the 3rd Annual Partners meeting of AFR100. The partners meeting brought together more than 170 delegates from around the world, who represented Management Team Partners (NEPAD, WRI, IUCN, BMZ, GIZ, and WB), countries, financial partners, technical partners, NGOs and civil society groups. The Government of Burkina Faso announced that it would sign onto AFR100, committing 5 million ha and bringing the initiative to 27 partner countries. Overall, country representatives emphasized the importance of moving beyond pledges to focus on implementation,</p>	

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				specifically highlighting the need to: spotlight successes and replicate what's working; engage communities; access finance, monitor FLR progress and impacts. Meeting participants also endorsed the motion to have the United Nations General Assembly (UNGA) declare a "Decade of Action on Ecosystem Restoration," first proposed in March by El Salvador's Ministry of Environment. This motion has since been approved by the UNGA in March.	
<p><u>Kenya:</u> Activity 7 <i>Establish national steering/technical working committee</i></p> <p>Activity 8 <i>Establish District Steering committee</i></p> <p>Activity 9 <i>Establish technical district working group</i></p>	<p>June 2016</p> <p>February 2018</p> <p>February 2018</p>	<p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p>	<p>Complete. A national landscape restoration technical working group has been established to assess restoration potential in Kenya. The group has also begun developing a national landscape restoration strategy. A group of high-level government officials serves as a national steering committee and has been engaged during the restoration mapping process, the policy review process, and the strategy development process.</p> <p>Complete. Makueni County has established a steering group led by the governor and top officials within his administration. This group provides guidance on county strategies and how technical work contributes to strategy development.</p> <p>Complete. A County-level technical working group was established for both Bungoma and Trans-Nzoia counties. These groups played key roles in developing County-level restoration maps and stocktaking exercises. A county-level technical working group has also been established in Makueni County and is leading the development of restoration opportunity maps and a county restoration action plan.</p>	<p>Three (3) multi-stakeholder working groups (WGs) (1. national FLR technical WG, 2. inter-ministerial technical WG to focus on the development of a national monitoring framework and system, 3. County FLR technical WG in Makueni County) established and 1 (one) national monitoring framework developed</p>
<p><u>Ethiopia:</u> Activity 6 <i>Organize multi-sector technical Working Group to coordinate the implementation of landscape</i></p>	<p>Continuous, but first engagement was in February 2017</p>	<p>100%</p>	<p>100%</p>	<p>Complete. Each Woreda now has a multi-sector working group to lead and contribute to the project activities, and specifically to the cost-benefit analysis and the restoration diagnostic of enabling conditions. The one in Meket was established in</p>	<p>One (1) national program and two (2) local working groups (in Sodo and Meket)</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
restoration activities in priority landscapes				September 2017 and Sodo's was established in May 2017. Both working groups have been engaged during the implementation and validation of the restoration diagnostic and the cost-benefit analysis.	established; One (1) restoration prioritization process adopted
<u>Indonesia:</u> Activity 9 Prepare policy briefs on restoration and support outreach Activity 10 Establish District Steering committee/Technical working group on watershed level	October 2018 October 2018	90% 90%	100% 100%	Complete. WRI Indonesia's work at the subnational level has been conducted in close coordination with the watershed management forum in each of the watersheds. Some popular publications in the form of booklets , maps , and op-eds have been produced and disseminated. In terms of outreach, WRI Indonesia has also produced various blog posts/op-eds , brochures , and a ROAM video in Bahasa Indonesia. In late 2018, WRI Indonesia also published a booklet containing key takeaways and recommendations from a national mangrove restoration workshop that it organized.	publications, reports, and communications materials dissemination with key restoration actors including BRG
<u>Niger:</u> Activity 5 Seek approval of forest law that supports FMNR	November 2018	80%	100%	Complete. After the National Workshop in March 2017, and the validation of the study on the legislative status of ANR in Niger, WRI continued supporting Niger in the concretization of amendments of the forest law to ensure farmers' rights on trees on their farms and agroforestry parks. An implementation decree, <i>2000-040 of June 8th, 2004</i> was adopted in March 2018 with focus on restoration and farmland management, supporting FMNR in its practice but claimed to fail to provide relevant details on farmers' rights. WRI assisted further work to implement a new decree that supports FMNR and considers the rights of farmers. For that, two Niger-based consultants were hired, in October 2018, to support the Department of Forestry in the drafting and adoption of a decree on agroforestry parkland management. Two documents were produced by the consultants: a draft decree proposing new rules and procedures supporting more rights for farmers; and a summary document of all supporting legal references coupled with a letter explaining the	One (1) national decree (2000-040 of June 8th, 2004 was adopted in March 2018) and two (2) Steering committees/working groups

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p>Activity 6 Establish national steering/technical working committee</p>		100%	100%	<p>methodology that was used in the development of the proposed decree. These two documents were presented and vividly discussed during a national agroforestry forum in December 2018, organized in the Dosso region, welcoming over 50 key intuitions in land restoration and management-including farmers unions and traditional chiefs. The proposed decree was edited after the forum to incorporate participants' comments and suggestions. The Department of Forestry was finalizing the proposed decree and planning to submit it to the Prime Minister's office for their internal review and official adoption by 2019.</p> <p>Complete. During the Week of Restoration in May 2018, a steering committee was re-established to guide the national vision on restoration and support the implementation at the local level. Rather than creating new groups, the project team capitalized on existing sustainable land management working groups, many of which were established five years ago, in each region of Niger, but that have not been functional since then. They are chaired by the governor of the region and they are mandated to provide a monthly report to the Prime Minister's Office. These groups were made operational, during the week of restoration, by giving them the task to report about progress made with restoration activities and to define a role for them in scaling up restoration in each region. It was made clear that this is what the highest policy levels want and need. In addition to the steering committee, the national technical group, composed of key restoration partners in the Niamey, the technical working groups were created to improve coordination between donors and interventions. They shall meet every three months to share experiences, report on progress made and create synergies within ongoing projects.</p>	

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<u>India:</u> Activity 6 Provide input into the national action planning process in the context of the INDCs, to highlight the opportunity for restoration as a strategy for climate change mitigation and adaptation.	December 2017.	100%	100%	<p>Complete. WRI India has provided inputs into the national action planning process through one to one meetings and presentation with officials in the Ministry of Environment Forest and Climate Change, NABARD and in the state of Madhya Pradesh.</p> <p>Relevance of the opportunity assessment findings for meeting India's NDC has also been communicated through presentations and one-to-one meetings at several high level regional consultations with Indian Council of Forestry Research and Education (ICFRE), Director General Forest, Indian Council for Agricultural Research (ICAR), Chairman, Environment Planning and Coordination Organization (EPCO) Madhya Pradesh, Additional Secretary and Financial Advisor Ministry of Environment Forest and Climate Change (MoEFCC), and other partners. WRI India also presented at "Forests and Beyond: Regional Consultation on Forest Landscape Restoration (FLR) – South Asia" organized by IUCN in New Delhi.</p> <p>WRI India has also been in conversation with the nodal person in Madhya Pradesh for the recently approved GEF-5 project on central highlands of India to synergize implementation of Sidhi Opportunity's assessment from the recently approved GEF 5 ESIP project for central highlands in India. Unfortunately, WRI India's meetings with the GEF-5 nodal person in Bhopal were not successful.</p>	Technical input and advice provided to one (1) national action planning process
Outcome 4 (2.1.) Tools developed, tested and applied at scale to support forest landscape restoration planning and implementation. Countries and institutions have easy access to these tools. Decision makers empowered.					
Output 5 (2.1.a.) : Rapid Restoration Diagnostic applied to assess the enabling conditions for restoration in each country, including custodial rights of local people, gender equity, poverty-forests linkages, and application of FPIC and social and environmental safeguards systems. Result is a detailed report to identify the gaps in the enabling conditions as well as strategic recommendations to address these gaps.					Status: Completed
<u>Global:</u>	N/A	N/A	N/A	N/A: output applies at the country level only.	

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p><u>Kenya:</u> Activity 10 Conduct the restoration diagnostic at national scale</p> <p>Activity 11 Conduct the restoration diagnostic at priority landscape scale</p>	<p>March 2016</p> <p>October 2018</p>	<p>100%</p> <p>25%</p>	<p>100%</p> <p>100%</p>	<p>Complete. At the national level, the restoration diagnostic has been featured and a first exercise with members of the Landscape Restoration Technical Working Group (LRTWG) and other partners has been carried out with a focus on social, governance, and political contexts. The exercise was very well received by WRI main partner, the Kenya Forest Service (KFS).</p> <p>Complete: County level restoration diagnostic exercises was conducted with the Makueni County restoration technical working group and other county level stakeholders. The findings are currently being used to inform FLR programs in Makueni County by the County Government and Partners.</p>	<p>Two (2) Restoration Diagnostic Reports, three (3) Social Network Analyses, and one (1) monitoring framework</p>
<p><u>Ethiopia:</u> Activity 7 Conduct the Restoration Diagnostic to review economic, social and political contexts in priority landscapes</p>	<p>September 2018</p>	<p>90%</p>	<p>100%</p>	<p>Complete. After the “Economic and Financial Analysis of Restoration Opportunities and Restoration Diagnostic in Sodo Guragie and Meket Woredas” national validation workshop, the Restoration Diagnostic report, which identified two dozen (partially) missing enabling conditions in each woreda, was finalized. A “Version 0.0.” report published in 2019 (Workshop Internal Report and PPT),</p>	<p>Two (2) Restoration Diagnostic Reports (twice for Sodo and Meket)</p>
<p><u>Indonesia:</u> Activity 11 Conduct the restoration diagnostic at national scale</p> <p>Activity 12 Conduct the restoration diagnostic at priority landscape scale</p>	<p>September 2018</p> <p>September 2018</p>	<p>90%</p> <p>90%</p>	<p>100%</p> <p>100%</p>	<p>Complete Restoration diagnostics at priority landscape scale and at site level have been conducted in South Sumatra and Jambi. The results are included in the various booklets that have been produced. A mobile-based app that helped the restoration diagnostic analysis at the priority landscapes was also developed by WRI Indonesia’s partner, ICRAF. The analysis at the national scale is being conducted as part of a book chapter currently being co-written by WRI Indonesia’s FLR Manager with researchers from CIFOR and Tropenbos. WRI has contributed to the book chapter.</p>	<p>Two (2) Restoration Diagnostic reports</p>
<p><u>Niger:</u> Activity 7 Planning of</p>	<p>March 2018</p>	<p>100%</p>	<p>100%</p>	<p>Complete. Following the successful organization of the national workshop</p>	<p>Two (2) Restoration</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p><i>Restoration activities</i></p> <p>Activity 8 Training workshops on scaling strategies</p>	March 2017	100%	100%	<p>in March 2017, plans were developed for a series of priority activities to develop further the foundation for scaling up ANR and FLR.</p> <p>Complete. Training on FMNR is underway by partners and steps are being taken to improve coordination of partners supporting the widespread adoption of ANR. Communication materials and radio interventions were planned for March 2018, to shine the light on existing success and allow farmers to share their experiences. A ROAM training week is being organized in February 2018, to introduce the methodologies and identify scaling strategies. A training on how to develop pitch decks were organized during a business roundtable aimed at encouraging the private sector's involvement in scaling land restoration in Niger in late 2018.</p>	Diagnostic reports
<p><u>India:</u></p> <p>Activity 7 Conduct the restoration diagnostic at priority landscape scale</p> <p>Activity 8 Support the application/testing of WRI's tools and assets related to restoration (ROAM), forest governance (GFI Indicator framework) and the Global Forest Watch to identify their potential for scaling up restoration.</p>	December 2017	100%	100%	<p>Complete. Findings from the rapid restoration diagnostic have been finalized and disseminated in several meetings with state officials and NABARD in Madhya Pradesh. Additionally, an overview of ROAM and the findings from Sidhi's opportunity assessment have been discussed with NABARD, Madhya Pradesh state officials, and with civil society partners to showcase the potential of these tools for supporting landscape restoration at scale.</p> <p>Complete. WRI India has developed tools with complementary funding from USAID that support restoration implementation, such as the Integrated Forest Management Toolbox for operationalizing the National Working Plan Code 2014 in partnership with Foundation for Ecological Security. Additionally, an ecosystem diagnostic tool that provides a consultative platform for prioritizing regulatory and services from the identified restoration interventions has been developed. These tools have been tested and presented to Ministry of Environment, Forest and Climate Change, and state</p>	One (1) Restoration Diagnostic report
	December 2017	100%	100%		

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				forest officials to strengthen considerations for landscape restoration in forest management.	
Output 6 (2.1.b.): Strategies in Forests, Environment, Agriculture and/or Finance adopted to address the gaps identified by the Rapid Restoration Diagnostic					Status: Completed
<u>Global:</u>	N/A	N/A	N/A	N/A: output applies at the country level only.	
<u>Kenya:</u> Activity 12 <i>Recommendations on governance improvements for restoration</i>	December 2018	60%	100%	Complete The restoration diagnostic was conducted at the national level to identify key barriers to restoration, including governance aspects. The national landscape restoration technical working group also conducted a national policy analysis, assessing all the laws that deal with natural resource management and their applicability to landscape restoration. Findings and recommended next steps have been presented in a draft document to the Government of Kenya for incorporation in the National Restoration action plan. The results from the above assessments are now being included in the national restoration roadmap/action plan. This document proposed as cross-sectoral, including sections specific to forests, rangelands, and croplands, and will also include sections on cost benefit analysis, gender impacts of restoration interventions, and stocktaking of successful restoration strategies across the country. The national working group has established sectoral task forces (forest, cropland, rangeland) that are each developing guidance on how to conduct restoration in these areas. Complete A landscape governance framework strategy paper at county level was done with Makueni county restoration working group and the county restoration stakeholders. Final document has been shared with the County Government to guide the integration of FLR in the well-established County-level public participation. Complete Makueni County developed a restoration roadmap that will guide	One (1) national and one (1) landscape restoration action plan in the process of development
Activity 13 <i>Develop strategy paper on restoration governance at county level</i>	September 2018	60%	100%		
Activity 14 <i>Develop restoration master plan for district level</i>	September 2018	75%	100%		

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				where and how restoration should be implemented with a focus on Nzaui landscape. WRI worked with the Makueni restoration working group and stakeholders to develop key components of the master plan (mapping efforts and stocktaking).	
<u>Ethiopia:</u> Activity 8 Plan how to address policy and legal gaps identified by Rapid Restoration Diagnostic to achieve landscape restoration targets in priority landscapes	December 2018	90%	100%	Complete. How to address the gaps identified in the Restoration Diagnostic are included in the Recommendations of the report (see Activity 7).	Strategies for addressing gaps that arose from the restoration diagnostic identified
<u>Indonesia:</u> Activity 13 Develop a paper with recommendations on governance improvements for restoration Activity 14 Develop a paper for restoration master plan for district level/watershed	October 2018 October 2018	85% 100%	100% 100%	Complete The analysis at the national scale has been conducted as part of a book chapter co-written by WRI Indonesia's FLR Manager with researchers from CIFOR and Tropenbos. The paper/book chapter includes recommendations from the well-documented workshops and focus group discussions that WRI Indonesia organized. In South Sumatra, restoration strategies for the whole Musi Watershed have been included in the Province's Green Growth Plan document and have been mainstreamed into a Provincial Regulations. Booklets on restoration plans in several forest management units have also been completed. We have also produced a booklet containing recommendations to accelerate mangrove restoration in Indonesia.	Four (4) strategies for scaling up FLR developed
<u>Niger:</u> Activity 9 Reinforce rules and community practices on FMNR	May 2018	100%	100%	Complete. On 1 May 2018, WRI in collaboration with the Department of Forestry organized a radio broadcast which featured two restoration champions, Sakina Mati and Ali Malam, who shared their experiences with FMNR and encouraged neighboring communities to adopt FMNR practices. On 2 May 2018, during the Week of Restoration, WRI led a session on the role of farmers in scaling up restoration strategies. The	Three (3) strategies used and proposed to advance the uptake of restoration

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p>Activity 10 Support involvement of FMNR farmer champions in national strategy</p>	December 2018	100%	100%	<p>case of Dan Saga, a village in the Maradi region was presented. The Dan Saga community successfully implemented village bylaws to protect their trees and ensure sustainable management of common farmlands. This model was discussed, and participants suggested the promotion of model village bylaws for managing trees as well as grazing lands. After the discussion, WRI presented a summary of the discussion to the Department of Forestry and recommended in a one-pager the creation of model village bylaws by the Ministry of Environment, which can then be adapted by each village to its specific conditions. The bylaws used by the village of Dan Saga could be used as a template and source of inspiration. The objective will be to accelerate the rate of restoration while promoting a set of proven techniques, and while creating or strengthening village institutions which can manage re-capitalized resources. WRI published a blog post on this success story in August 2018. On December 21st, 2018, a second radio broadcast was organized by the Department of Forestry in collaboration with WRI, in the Tillabery region, with two farmers, Kimba and Ide. The later have successfully supported their community in restoring degraded plateau using land retention techniques (<i>Banquettes</i>). Both radio events were recorded and are frequently being replayed across the nation's radio stations.</p> <p>Complete. For this output, WRI began by first identifying groups of FMNR champions across the country. The Department of Forestry, with WRI support, identified ANR and landscape restoration as themes for the National Tree Day (August 3rd) for FY 2017 and 2018; on those day, a contest among farmer took place to select the restoration champion for 2017. Ali Neimo from the Dan Saga region was selected as the 2018 National Restoration Champion. As a result, Ali was invited in March,</p>	

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				September and December 2018, to attend national forums and workshops on land restoration and agroforestry parkland management. During those events, Ali represented the farmers and played an important role in developing strategies and activities that benefits farmers and local communities.	
<u>India:</u> Activity 9 <i>Dissemination of findings from the RRD along with recommendations for strategies in forest, environment, agriculture and/or finance to leverage strengths and address gaps.</i>	December 2017	100%	100%	Complete. The RRD findings have been integrated into the restoration opportunity assessment findings for Sidhi and have been disseminated in multiple forums such as meetings with state officials and NABARD, in both Bhopal and Rewa in Madhya Pradesh.	Findings and recommendations from application of the Restoration Diagnostic disseminated
Outcome 5 (2.2.) Increased capacity of key actors and institutions to assess the potential for and implement forest and landscape restoration actions at scale					
Output 7 (2.2.a.) : Policy-makers, thought-leaders and/or journalists participating in exchanges and training programs, with representation from across the forest, REDD+, climate smart agriculture sectors.					Status: Completed
<u>Global:</u>	December 2018	100%	100%	Complete. The GLF hosted an Africa-specific forum in Nairobi in August, just after the 3rd Annual Partners meeting of AFR100. The partners meeting brought together more than 170 delegates from around the world, who represented Management Team Partners (NEPAD, WRI, IUCN, BMZ, GIZ, and WB), countries, financial partners, technical partners, NGOs and civil society groups. The Government of Burkina Faso announced that it would sign onto AFR100, committing 5 million ha and bringing the initiative to 27 partner countries. Overall, country representatives emphasized the importance of moving beyond pledges to focus on implementation, specifically, they highlighting the need to: spotlight successes and replicate what's working; engage communities; access finance, Monitor FLR progress and impacts. Meeting participants also endorsed the motion to have the United Nations General Assembly (UNGA) declare a "Decade of	Nine (9) exchange events hosted

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				Ecosystem Restoration," first proposed in March by El Salvador's Ministry of Environment. This motion has since been approved by the UNGA in March. In May , WRI participated in the first AFR100 Technical Partners meeting in Ghana. The main takeaway from the meeting was that the technical partners needed to be coordinating with each other more effectively and sharing lessons among themselves. It was acknowledged that the initiative needed to better match the needs from countries with the capacities and expertise among the technical partners. WRI also hosted the first Global Forest Watch user summit in Washington, DC in June 2019. Nearly 400 people attended, traveling from over 30 countries like Peru, Colombia, Mexico, Indonesia, China, Cameroon and Kenya to participate. In addition to focusing on reducing deforestation, Restoration specific sessions were held on innovative monitoring approaches, many of which have been field tested through this project. Members of the project team proposed to convene in New York at the UN Climate week to present the findings of a monitoring pilot for the Mekong region on restoration progress since the launch of the NY Declaration on Forests, in 2019.	
<u>Kenya:</u> Activity 15 Hold a best practice and experience sharing forum	October 2018	80%	100%	Complete: As part of the national restoration roadmap development process, a national level stocktaking exercise was conducted. The stocktaking looked at best practices for restoration across the country and by sector (forest, cropland, rangeland). This technical working group also formed three task forces that focus on each of these sectors, with a primary aim of providing best practices and experience to the stocktaking team. The resulting report has been a key input into the national roadmap/action plan that is currently being developed by the Government and will be shared with stakeholders at both national and county level.	Six (6) exchanges and trainings

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p><u>Ethiopia:</u> Activity 9 Facilitate a forum for regional and national stakeholders on landscape restoration where information on landscape restoration activities and opportunities is shared or disseminated</p>	Dec 2018	80%	100%	<p>Complete. During the PPG phase, exchange visits were carried out between the Environment, Forest and Climate Change Commission in Ethiopia and the Kenya Forest Service to see ongoing restoration work taking place in the countries and learn from each other's experiences. Following this visit was an exchange visit between two rural communities from both countries currently carrying out different types of restoration interventions. Each community visited the other to see what they were doing and learn from their experience. In addition, the Environment, Forest and Climate Change Commission requested an exchange visit to be organized in Kenya in December for 10 national and regional experts as a way to exchange experiences. The trip had been arranged with support from the Greenbelt Movement, but the Commission had to cancel the trip at the last minute for logistic reasons.</p>	Six (6) exchanges and trainings
<p><u>Indonesia:</u> Activity 15 Hold a best practice and experience sharing forum</p>	June 2018	100%	100%	<p>Complete. The workshops and FGDs conducted by WRI Indonesia directly contribute to the implementation of this activity. WRI Indonesia conducted a regional best practice and experience sharing forum specifically on peat restoration in October 2016, and a national dissemination workshop for the ROAM work in South Sumatra and Jambi, on May 2017, The Indonesia restoration manager had been invited to share the experience of conducting ROAM activities in Indonesia at various events in the region, e.g. Sarawak FLR Forum in Malaysia and FAO natural regeneration workshop in Nanning, China.</p>	N/A
<p><u>Niger:</u> Activity 11 Organize study visits inside Niger</p>	March 2018	100%	100%	<p>Complete. During the AFR100 2nd Annual Partners' meeting, in September 2017 held in Niger, the Department of Forestry and WRI organized a field visit to the Tillabery Region to share Niger's success in the restoration degraded lands. Another visit to the Dan Saga community in Maradi and</p>	Three (3) exchange visits

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p>Activity 12 Develop communication material on scaling up</p>	May 2018	100%	100%	<p>the Batodi Village in Tahoua was organized in April 2018 with WRI and representatives from the Ministry of Environment to assess the techniques used by these communities in land restoration (FMNR and water retention technics such as Tassa were observed). A third field study visit took place in July-August 2018, with the objective of assessing the extent and possible solutions for insect infestation of Gao trees in and around the three departments of Loga, Doutchi and Tibiri and other affected areas in Niger. Three Niger-based consultants were selected for this work and a full mission report and experts' recommendations was submitted in August 2018 to the Department of Forestry and WRI. The report described the spread of the Gao tree disease and proposed solutions for community members, research centers and the Ministries of Agriculture and Environment. Some of their recommendations were implemented by the National Institute on Agriculture Research- INRAN in their new project (ANR at Scale) funded by the EU. Some of the expert recommendations were also presented to the Department of the Forestry during a briefing meeting, with the Under-Secretary General of the Ministry of Environment.</p> <p>Complete. In May 2018, WRI in collaboration with the Regional Director of Environment of the Maradi region organized a radio event with two restoration champions (Sakina and Ali). Both Sakina and Ali mastered FMNR techniques and have become great champions and teachers for their communities. The radio event took place on May 1st, 2018 in the district of Aiguee. Over 500 posters announcing the radio event were distributed two weeks in advance, to the villages in the Maradi Region. Announcements about the event, were also made on the national radio and other local radios, in local languages, to maximize the audience. After a successful radio event with many</p>	

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				listeners from all around the country, a WRI representative was interviewed by the National TV (Tele Sahel News) about the importance of FMNR and the government efforts in land restoration. The recording of the radio event was shared with government officials and partners such as NEPAD Agency and the African Development Bank. Niger's success was also recently shared on the AFR100 newsletter . Videos of the transformational greening efforts in the 3M triangle in Zinder was planned to be created but given the recent security concern by that board, the activity was cancelled. Instead, pictures and videos of the restored plateau of the Ileila Valley were captured, with the assistance of the Tahoua Regional Environmental Director.	
<p>India: Activity 10 Multi-stakeholder meetings, workshops and trainings to create awareness about and increase capacities to implement assets and tools developed by WRI.</p>	December 2017	100%	100%	<p>Complete. Key multi-stakeholder consultations that WRI India presented on to create awareness of the tools being developed are: the workshop on 'Evergreening India' organized by ICRAF in August 2017 in New Delhi; the presentation to the technical advisory group on mapping and monitoring in Bangalore in August 2017; the conference on 'Forests and Beyond: Regional Consultation on Forest Landscape Restoration (FLR) – South Asia' organized by IUCN in New Delhi. Representatives from WRI presented on behalf of WRI India at the Asia-Pacific restoration meeting held in China in June 2017.</p> <p>Additionally, a masterclass on ROAM was administered on 21 February 2018 at the India Land Development Coalition in New Delhi. Ten participants attended the masterclass. We also presented on gender and forest economies workshop organized by Institute of Social Studies Trust and Heinrich Boll Stiftung on 17 March 2018 in New Delhi.</p> <p>Salience of ROAM, its associated tools and Sidhi's assessment findings were presented at a civil society partnership</p>	Five (5) exchanges and trainings with over 350 participants

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				meeting in Bhopal on 25 January 2018. Prominent NGOs working in Madhya Pradesh (PRADAN, FES, BASIX, CARD, SRIJAN) participated in this consultative meeting.	
Output 8 (2.2.b.): Technical exchanges between countries and at the sub-national level					Status: Completed
<u>Global:</u>	N/A	N/A	N/A	N/A: output applies at the country level only.	
<u>Kenya:</u> Activity 16 Facilitate exchange program to successful landscape restoration sites in Kenya and in countries that have successfully implemented landscape restoration at scale.	December 2018	75%	100%	Complete. During the PPG phase, exchange visits were carried out between Kenya Forest Service officials and Ministry of Environment, Forest and Climate Change in Ethiopia to see ongoing restoration work. Following this visit was an exchange visit between two rural communities in both countries currently carrying out different types of restoration interventions. Each community visited the other to see what they were doing and learn from their experience. An additional exchange visit was carried out between Makueni County stakeholders and those in to the Tigray region of Ethiopia where they learned various techniques and best practices for dryland restoration.	Three (3) exchange visits
<u>Ethiopia:</u> Activity 10 Assess priority needs for capacity building to implement landscape restoration activities, and develop a capacity building strategy and plan for priority landscapes Activity 11 Build capacity about landscape restoration in priority landscapes	September 2018 December 2018	90% 75%	100% 100%	Complete. The identification and prioritization of capacity needs in priority landscapes was carried out as part of the restoration diagnostic (see Activity 7). The outcomes of the prioritization exercise were used as inputs for the restoration diagnostic report. Approaches to overcome identified capacity gaps are incorporated in the Restoration Diagnostic recommendations. Complete. As part of the Mapathons conducted in December 2018 (see activity 17) 37 national, regional and woreda experts were trained for 2 days in image interpretation. Most (32/37) of these experts had attended the 2010 Mapathon, which helped solidify the knowledge acquired in 2017 in Collect, Collect Earth and	Two (2) exchange visits

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				Saiku and allowed them to actively support the use of the tool by their colleagues during the 2015 Mapathon. Out of a pool of 250 applicants, 2 Ethiopian businesses were selected to participate in the world's first Land Accelerator, held in Nairobi in December 2018. These businesses benefitted from four days of technical training, mentorship, and business development support (https://afr100.org/content/african-entrepreneurs-shine-worlds-first-start-accelerator-land-restoration). They were connected with private investors and had the opportunity to pitch their businesses in an effort to attract financing.	
<u>Indonesia:</u> Activity 16 <i>Assess priority needs for capacity building to implement landscape restoration activities, and develop a capacity building strategy and plan for priority watersheds</i>	June 2017	100%	100%	Complete. ICRAF and WRI Indonesia conducted various FGDs to assess the need of stakeholders at the two priority watersheds, particularly in terms of capacity building. The capacity building strategy was one of the outputs of the work conducted at the site level with several Forest Management Units within the watershed. The booklets produced by ICRAF and WRI Indonesia contained these strategies.	booklets
<u>Niger:</u> Activity 13 <i>Assess priority needs for capacity building to implement landscape restoration activities, and develop a capacity building strategy and plan for at least one priority landscape</i>	February 2018	100%	100%	Complete. In February TerrAfrica organized a ROAM training in Niger with 20 participants from various ministers including the Ministry of Environment, Planning and Agriculture. The workshop introduced various concepts of ROAM that were deepened during the 1st Annual Week of Restoration in Niger (May 2018). A restoration diagnostic was conducted in the week of restoration aiming to identify the enabling conditions in the five targeted regions in Niger and measure successful restoration. The day-long assessment highlighted policy and capacity building barriers as well as lack of sufficient legal support for farmers. They were discussed, and the Department of Environment pledged to take all the necessary measures to tackle these challenges (supported by the newly created restoration taskforce). The	One (1) exchange visit via radio broadcast

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				territory of Dan Saga in the Aiguee district and dry plateau of the Adona Valley in Tahoua were also identified as priority landscapes for the majority of other stakeholders.	
<u>India:</u> Activity 11 <i>Regional and sub-national exchanges</i>	December 2017	100%	100%	Complete. WRI India facilitated an exchange visit of 19 senior NABARD officials to Kenya in collaboration with the Green Belt Movement (GBM) during 5-9 December 2017. The overarching goal of the visit was to share best practices, innovations and focused discourses in fields of climate change, watershed management, sustainable land management, landscape restoration and rural development. The five-day exchange visit involved interactions between the scientists and experts from NABARD, Kenya Women Finance Trust, SMEP (Small and Micro-Enterprise Program) Deposit Taking Micro-Finance, Climate Change Institute at University of Nairobi, Kenya, National Environment Management Authority, Kenya Forestry Research Institute, Ministry of Agriculture and Water Towers Agency. The exchange included field trips to the GBM bamboo biomass project site, GBM restoration sites in Mount Kenya forests in Chehe and Ragati stations and Water-Tower Experiential and Exposure Visit in the Aberdares.	One (1) exchange visit
Outcome 6 (3.1.) Financial flows to accelerate the pace of forest and landscape restoration actions at scale identified in each country					
Output 9 (3.1.a.) : Restoration Opportunity Fund(s) designed (national and broader in scope potentially).					Status: Completed
<u>Global:</u>	December 2018	100%	100%	Complete. The project team published two landmark publications. The Roots of Prosperity and The Business of Planting Trees in late 2017 and early 2018, respectively. The publications make a compelling case for why and how private finance can and must increasingly be used to fund global restoration activities.	Two (2) landmark publications, one (1) restoration business accelerator that has been applied two times, and one (1) innovative digital matchmaking platform
<u>Kenya:</u>		75%	100%		\$755,000 mobilized to

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
Activity 17 <i>Identify and assess funds that could support restoration</i>	November 2018			Complete. In November 2018, the project team, in partnership with Fledge, hosted the world's first land use-focused business accelerator program , which brought together 12 African restoration entrepreneurs and relevant financiers. The ultimate goal was to support projects and businesses that are not yet investment ready to become investment ready in the near term, and to expose projects that are investment-ready to investors, thereby matchmaking and solidifying private finance deals for restoration projects. On the final day of the 4-day program, approximately 15 investors convened in Nairobi to hear the entrepreneurs deliver their business pitches.	restoration groups on the ground through innovative partnerships and WRI's Land Accelerator
<u>Ethiopia:</u> Activity 12 <i>Convene international finance dialogues targeting restoration/carbon finance sector and the traditional private sector finance</i>	December 2018	80%	100%	Complete. In November 2018, the project team, in partnership with Fledge, hosted the world's first land use-focused business accelerator program , which brought together 12 African restoration entrepreneurs, among which two Ethiopian (SA Bamboo Works and Edenfield Agri-Seed Enterprise), and relevant financiers. The ultimate goal was to support projects and businesses that are not yet investment ready to become investment ready in the near term, and to expose projects that are investment-ready to investors, thereby matchmaking and solidifying private finance deals for restoration projects. On the final day of the 4-day program, approximately 15 investors convened in Nairobi to hear the entrepreneurs deliver their business pitches.	One (1) private sector investment forum and one (1) financial assessment focusing on private sector investment and their barriers
Activity 13 <i>Initiate restoration financial assessment system in Ethiopia</i>	December 2018	80%	100%		

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				expected returns and payback period, are compiled in the Investor Spotlight report, which is currently under review.	
<p><u>Indonesia:</u> Activity 17 <i>Develop local capacity in order for local stakeholders to develop restoration plans including financing</i></p> <p>Activity 18 <i>Build business case for restoration</i></p>	<p>September 2017</p> <p>September 2017</p>	<p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p>	<p>Complete. During the inception workshop, the national stakeholders had engaging discussions on the financial aspects of restoration and agreed to hold future meetings on this important topic. The follow-up technical workshop on ROAM in October 2017 was attended by leaders of Forest Management Units across Indonesia. The validation workshops that were conducted in both South Sumatra and Jambi were combined with financial dialogues. During the dialogues, Forest Management Units that already had conducted ROAM analyses and produced restoration action plans were hooked up with several potential investors/donors. Additionally, WRI held a financial dialogue between national park managers and donors/private companies interested in supporting restoration in protected/conservation areas.</p>	<p>Two (2) financial dialogues held to catalyze investment in restoration</p>
<p><u>Niger:</u> Activity 14 <i>Support stakeholders to mobilize funds</i></p> <p>Activity 15 <i>Advocate for more funds for international processes</i></p>	<p>May 2018</p> <p>August 2018</p>	<p>100%</p> <p>30%</p>	<p>100%</p> <p>100%</p>	<p>Complete. During the Week of Restoration in May 2018, WRI presented on the various funding streams that existed to support the implementation of restoration activities. The need to involve private investors was also discussed by participants. A second discussion on mobilizing funds took place with the Millennium Challenge Corporation during the MCA-Niger information session where WRI presented a research aiming at identifying SMEs operating in land management in Niger. MCA also presented their strategy with over \$5 million dedicated to increasing private sector involvement in land management.</p> <p>Complete. A meeting between the Department of Forestry and the Green Climate Fund National Designated Authority (CNDD), took place mid-July 2018, to discuss Niger's priority regarding adaptation and their support</p>	<p>Restoration finance and investment forums organized to connect restoration practitioners and entrepreneurs with potential financing partners</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				<p>for a potential proposal on the link between FLR and climate resilience. The discussion identified a project topic including the restoration of the degraded giraffe zones, the degraded plateau of Tillabery and Tahoua. In December 2018, WRI, in collaboration with the Chamber of Commerce and an incubator organized a business roundtable for a discussion around the involvement of the private sector in restoration efforts. Niger's Forestry Department and Chamber of Commerce opened the event, providing the ~25 businesses/entrepreneurs that participated, with information about relevant government-sponsored resources for businessowners. WRI then dived into group activities focused on understanding the entrepreneurs' shared challenges in raising money for and running their enterprises. The second half of the day focused on investor pitch deck training, with the goal of preparing the entrepreneurs to present their business models to impact investors in March. The latter proposed to be funded by another donor built on the foundations created by this GEF5 project. In November-December 2018, WRI supported the Ministry of Environment in the development of a GEF7 concept note and letter of interest. The letter proposed a \$13 million project to restore over 400,000 ha of degraded lands in the Dallol Bosso.</p>	
<p><u>India:</u> Activity 12 <i>Partner with financial institutions like the National Bank for Agriculture and Rural Development to explore potential for leveraging climate finance for restoration.</i></p>	December 2018	70%	100%	<p>Complete. Dialogue and collaboration with NABARD will continue throughout the project. The restoration opportunity assessment findings for Sidhi district were presented to NABARD's regional office in Bhopal on 21 December 2017. The findings were also shared with the District Development Manager of Rewa on 15 January 2018. The findings were also shared with the Chief General Manager (CGM), Farm Sector Policy Department, NABARD on 28 August 2018. The CGM advised on few next steps for getting Sidhi's opportunity</p>	Restoration investment opportunities identified and shared with NABARD for consideration

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				<p>assessment to implementation. The CGM advised that one district may not be feasible to get to implementation and that we may have to focus on proof of concept with multiple districts.</p> <p>NABARD is also part of a voluntary Expert Consultative Group (ECG) that was set up after the February 3 workshop under the guidance of Madhya Pradesh Election Commissioner to identify pathways to operationalize Sidhi's restoration potential. The first meeting of the group was held on 5 March 2018 and mapped out a framework for implementing restoration in Sidhi. The second meeting was convened on 14 August 2018 in Bhopal. The ECG advised that implementation of landscape restoration in Sidhi requires the presence of strong NGOs on the ground. The paucity of such NGOs is a drawback and WRI India could play a role in bringing interested NGO partners together. Based on the findings from Sidhi, WRI India can identify interventions that have synergies with activities of NABARD such as Farmer Producer Companies (FPOs) and WADI. NABARD can then look into implementation of these activities.</p> <p>The ECG advised on cluster approach for getting to implementation. A cluster approach with focusing on either forestry or agroforestry interventions has also been advised by CGM NABARD. WRI have been in discussions with Indian Council for Agricultural Research (ICAR) who is interested in partnering on working on a clustered approach to develop a proposal for funding. The ECG also advised on developing a concept note that details the findings from the restoration opportunities assessment emphasizing livelihood opportunities and return on investment. We are now in process of finding funding for this concept note.</p> <p>WRI India designed and administered a two-day training on ROAM for</p>	

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				participants from NABARD, and civil society organizations from 12-13 April 2018 at the Bankers Institute for Rural Development (BIRD) at Lucknow to scope out project pipelines under climate finance. 30 people participated in the training.	
Output 10 (3.1.b.): Restoration Finance Assessment conducted in each country to identify opportunities to align existing and new financing to restoration opportunities and to clearly highlight the positive and negative incentives for restoration.					Status: Completed
<u>Global:</u>	N/A	N/A	N/A	N/A: output applies at the country level only.	
<u>Kenya:</u> Activity 18 <i>Strengthen existing funds for landscape restoration</i> Activity 19 <i>Convene investment forum at priority landscape</i>	December 2018 November 2018	25% 25%	100% 100%	Complete. The landscape restoration opportunity maps and stocktaking report done for Makueni county were also shared with the County Climate Change Board that manages the county Climate Change Fund. These will guide climate change resilience and mitigation efforts, helping identify where to prioritize investment as well as what types of interventions lend themselves to scaling up based on past experiences. Complete. The first Land Accelerator was held in Nairobi in November 2018. In addition to brought together 12 restoration entrepreneurs from across Africa, including Kenya, the accelerator also convened investors who joined for a full-day forum. The entrepreneurs gave their pitches to the investors, highlighting how their businesses help restore the landscape, and the investors provided concrete feedback and expressed interest in some of the businesses.	Opportunity maps and stocktaking report shared with County Climate Change Fund board, two (2) Land Accelerators conducted, and \$40,000 in finance mobilized directly to the ground.
<u>Ethiopia:</u> Activity 14 <i>Develop typology of investment and business models for restoration based on experience in priority landscape(s)</i> Activity 15 <i>Engage relevant financial public and private</i>	December 2018 Continuou s	70% 80%	100% 100%	Complete The criteria of the typology have been identified and an interface facilitating matching business and investor profiles were developed based on the Investor Spotlight report (see Activity 13). Complete. The project team has kept helping increase public investment in restoration with its support to the development of a \$13.5M GEF-7	Two (2) restoration finance assessments: 1) Investor Spotlight for Ethiopia, 2) Cost-Benefit Analysis report for Sodo and Meket

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<i>institutions and put in place the financing mechanisms to provide seed funding in priority landscapes</i>				<p>proposal on food systems, land use and restoration by the EFCCC and its partners.</p> <p>WRI's inaugural Land Accelerator (see Activity 12) acted as a pilot finance mechanism for restoration entrepreneurs, which included two Ethiopian enterprises who had the opportunity to pitch their high-impact restoration business models to relevant investors (links for the pitches: https://www.youtube.com/watch?v=3k1xaVPRsqI&t=0s&list=PLGZtDpjQpaqOc7CEAI7VK6QACEdFD-HwY&index=4 and https://www.youtube.com/watch?v=rt0QwXjDQq8&t=0s&list=PLGZtDpjQpaqOc7CEAI7VK6QACEdFD-HwY&index=14). The visibility of the entrepreneurs has already benefitted from attending the Land Accelerator (FA blog: https://www.famag.com/news/african-land-restoration-draws-investors-42697.html?section=3) and their pitches planned to be socialized through WRI's partnership with the Global Impact Investment Network (GIIN), through the AFR100 financial partner network, and on an online Restoration Marketplace.</p> <p>Building on this pilot project, the team has begun discussing the next iteration of the Land Accelerator, which will include a Special Purpose Vehicle (SPV) that provides upfront equity investments/seed funding to participating entrepreneurs.</p>	
<u>Indonesia:</u> Activity 19 <i>Convene international finance forum</i>	December 2018	80%	100%	<p>Complete. WRI Indonesia has started to compile a list of potential restoration financing schemes in Indonesia. As a follow up to the finance and resourcing analyses within ROAM, a forum on this topic was held in late 2017 with the Ministry of Environment and Forestry, focusing on how to finance restoration in conservation areas. Representatives from the embassies of donor countries and multinational companies were invited. WRI Indonesia has also been conducting</p>	One (1) restoration finance assessment and one (1) finance forum conducted:

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				research on the innovative financing for peatland restoration. We also conducted a regional workshop on mangrove restoration in October 2018, whereby innovative financing was a key topic.	
<p>Niger: Activity 16 <i>Facilitate collaboration between funding sources</i></p> <p>Activity 17 <i>Convene civil society leaders to further the idea of investment in restoration</i></p>	<p>April 2018</p> <p>June 2018</p>	<p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p>	<p>Complete. During the Week of Restoration, a technical working group composed of key partners in restoration (international development projects) and the government (Ministry of Environment and Ministry of Planning) was created with the mandate to increase collaboration across visions, activities and funding in land management/restoration. The group meets every 3 months in the capital, Niamey.</p> <p>Complete. During the Week of Restoration, a session was dedicated to restoration finance and WRI presented an ongoing study on SMEs operating in land management and restoration in Niger, which highlighted the lack of private sector involvement in this field (most restored sites are funded by either the government or international NGOs). The discussion was furthered by a presentation on the identification of finance options for the implementation of restoration opportunities. In mid-May 2018, MCA-Niger held an informational session on private sector involvement in land management in Niger; in front of an audience full of enterprises and private investors. Two of WRI's consultants presented The Business of Planting Trees report and the analysis it offers, which guided the discussions around ways to involve the private sector in the achievement of the Niger's national restoration commitment.</p>	<p>One (1) restoration technical working group and two (2) events held where restoration finance was discussed with a variety of public and private sector actors</p>
<p>India: Activity 13 <i>Conduct an assessment of funds and identify opportunities and barriers for funds that could support restoration</i></p>	<p>June 2018</p>	<p>100%</p>	<p>100%</p>	<p>Complete. An analysis of the existing restoration finance architecture for India has been undertaken. Findings indicate that the Indian Government spent USD15,683 billion on schemes relevant to landscape restoration between 2011 and 2016, with the majority of the funds coming from</p>	<p>One (1) restoration finance assessment conducted and one (1) database of restoration interventions</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
Activity 14 Develop framework for incentives	December 2018	70%	100%	<p>public finance. Funding for restoration is fragmented as landscape restoration has not been the focus of the Government of India and there is no programmatic funding for landscape restoration. The focus of funding has been on creation of jobs and highest funding is from Mahatma Gandhi Rural Employment Guarantee Scheme that does not have reviving or enhancing ecosystem functionality as a main guiding principle; but rather only as a co-benefit. These findings were discussed at the national level technical working group on finance and economics on 5 July 2018.</p> <p>Complete. The database of past and on-going restoration interventions has been developed that captures details of restoration projects. This database is developed as a report. The report also captures factors that support scaling, methodology for the factors and detailed case studies. The database and report have been developed through extensive literature review and consultation with the national level technical working groups to develop a list of factors that support scaling of landscape restoration in India. These factors include tenure, policies, finance, capacities, market, business models, monitoring and evaluation, benefits, flow of information, institution and stakeholders, reconciling boundaries, and technology. Using this framework, two detailed case studies were developed for NABARD's Wadi programme that is being implemented across India and a KfW funded project in the state of Tripura.</p>	and business models
Outcome 7 (3.2) Restoration monitoring system designed to provide transparency in the verification and reporting on forest landscape restoration progress globally					
Output 11 (3.2.a.) : Method for establishing baselines and monitoring changes in biomass established					Status: Completed
<u>Global:</u>	December 2018	90%	100%	Complete In cooperation with FAO as part of the global restoration monitoring group, WRI has developed a restoration monitoring framework. This framework guides users (e.g. national and sub-national government officials) through the process of	One (1) global restoration monitoring framework

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				making choices on what to monitor for each restoration goal that the country has set, and what metrics to apply to ensure monitoring costs are minimal but still give accurate information on progress of monitoring. This framework has now been refined and published as an official WRI report that will be launched in early October in Rome with FAO. With complementary funding from FAO the project team has also developed a prototype of a decision-based app (currently called LandTrack) which is based on the monitoring framework publication, that will allow users in the field to use it to design monitoring frameworks. Additionally, a user guidebook on how to use "Collect Earth" and run mapathons as tools to support monitoring has been drafted by the project team and is currently in review with WRI's Science and Research team. The guide will tentatively be published before the end of the year.	
<p><u>Kenya:</u> Activity 20 <i>Establish county level baseline</i></p> <p>Activity 21 <i>Develop restoration monitoring and evaluation framework</i></p> <p>Activity 22 <i>Establish biomass baseline for priority landscape</i></p>	<p>September 2018</p> <p>December 2018</p> <p>December 2018</p>	<p>30%</p> <p>85%</p> <p>50%</p>	<p>100%</p> <p>100%</p> <p>100%</p>	<p>Complete A Collect Earth mapathon was conducted in Kenya, which established a current baseline for Makueni County. The baseline looked at tree cover, tree count, and land cover. This baseline will allow Makueni County to measure its progress towards restoring degraded land.</p> <p>Complete. WRI supported the Kenya Water Tower Agency (KWTA) to develop a landscape restoration monitoring framework which would guide the development of a monitoring system. KWTA formed a multi-sectoral monitoring working group which met on a monthly basis in 2018. The working group identified the goals and most important indicators that need to be measured, as well as mapping out which organizations already collect this data and at what interval and resolution. The monitoring framework is now being used by the KWTA and stakeholders to guide implementation of an integrated</p>	<p>One (1) Collect Earth mapathon conducted, The Road to Restoration framework piloted for Kenya's Water Towers, and one (1) biomass baseline established for Makueni County:</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				<p>monitoring system for the water towers.</p> <p>Complete A biomass baseline for the year 2000 was established for Makueni County using data available on the Global Forest Watch – Climate platform. This data has been shared with the Makueni County restoration working group and will be used to measure progress on restoration.</p>	
<p><u>Ethiopia:</u> Activity 16 <i>Develop multiscale, integrated restoration monitoring and evaluation system of environmental, social and economic costs and benefits that can be operationalized country wide</i></p> <p>Activity 17 <i>Establish baseline information for priority landscapes from existing sources if possible</i></p>	<p>September 2017</p> <p>November 2018</p>	<p>100%</p> <p>60%</p>	<p>100%</p> <p>100%</p>	<p>Complete. The framework for monitoring and evaluating the environmental, social and economic costs and benefits of tree-based landscape restoration was finalized during the Mapathons held in December 2017. It was designed over ten months with input from National, Regional, and Woreda experts from the environment and forest, agricultural, and water sectors. These experts were from governmental and non-governmental institutions, as well as universities. As such, it reflects a large set of sectoral and institutional interests. Expert feedback was overwhelmingly positive regarding Version 1.0 of Ethiopia’s Tree Monitoring Survey, as reflected in the post-Mapathon survey for Sodo and Meket Woredas. In addition, a poster on the monitoring framework was exhibited during the launch of the national potential maps. Version 1.0 of Ethiopia’s Tree Assessment Survey was improved based on the feedback received after the 2010 Mapathons held in December 2017 (see post-Mapathon survey for Sodo and Meket). Feedback on version 1.1 was elicited from experts (see 2015 post-mapathon survey).</p> <p>Complete. As reported in PIR 2018, with the framework to monitor socio-economic and bio-physical aspects of restoration finalized, specific indicators for monitoring trees inside and outside forest agreed upon, and version 1.0 of Ethiopia’s Tree Monitoring Survey produced, the project team conducted a Mapathon</p>	<p>One (1) method developed and four (4) data collection workshops (mapathons) conducted: (piloted in Sodo Guragie (SNNP) and Meket (Amhara) for the target years of 2010 and 2015, through four (4) data collection events, aka Mapathons)</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p>Activity 18 Monitor gains through the established system for priority landscapes</p>	December 2018	25%	100%	<p>for each of the Woredas in December 2017 in Addis Ababa (see Internal Report). During the two 6-day Mapathons, 39 Regional and Woreda experts collected data for 4,800 0.5 ha plots to establish the baseline regarding trees in 2010 (2010 being the starting year of the Climate Resilient Green Economy Strategy, the development blueprint of Ethiopia). Preliminary baseline results were discussed with Woredas' participating experts. The baseline/2010 statistics for both Sodo and Meket were produced for 20+ indicators (see links: Sodo and Meket).</p> <p>Baseline data include 2010 percent tree cover by land use-land cover and total, on treated land, and in gullies; 2010 tree spatial pattern in cropland, grassland, rural compound and settlement; 2010 percent of linear features (i.e., waterbody banks, bunds/terraces, boundaries, roads, gully banks) with tree canopy.</p> <p>Complete In the Fall of 2018, 19 experts from Sodo and SNNP Region, and 18 experts from Meket and Amhara Region attended a 6-day Mapathon to collect data for 2015 using version 1.1 of Ethiopia's Tree Monitoring Survey. Data were collected for 2,452 and 2,533 plots for Sodo and Meket, respectively. The data were cleaned, analyzed, and included in a report assessing change in tree cover and distribution between 2010 and 2015 and informing implementation for both woredas. The reports were in the final stages of the review process by the final report date (June 2020)</p>	
<p><u>Indonesia:</u> Activity 20 Test the use of high resolution imagery to test baseline</p>	March 2019	80%	100%	<p>Complete. WRI Indonesia in coordination with the Peatland Restoration Agency and other partners have completed LiDAR mapping for 5 landscape areas that will serve as a baseline for peat restoration works. This work is also part of a project that is funded by the Norwegian Government.</p>	Five (5) LiDAR mapping exercises conducted, one (1) monitoring crowdsourcing platform underdevelopment, and
<p>Activity 21 Develop multiscale</p>	March 2019	80%	100%		

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
<p><i>restoration and monitoring on biomass</i></p> <p>Activity 22 <i>Develop multiscale restoration and monitoring on socio-economic cost/benefits</i></p>	January 2019	80%	100%	<p>Complete WRI Indonesia and multiple partners have been developing a crowdsourcing platform through mobile application and website to map degraded land and potential restoration options in two provinces. This is part of an international project called RESTORE+ involving many partners, which kicked off in April 2017.</p> <p>Complete The restoration monitoring platform for peatland restoration called PRIMS has been set up and developed by WRI Indonesia for the Peatland Restoration Agency, co-funded primarily by the Norwegian Government. The platform has been used actively by the government to monitor the restoration progress and state of peatlands.</p>	one (1) peatland restoration monitoring platform developed and being used by government agencies:
<p><u>Niger:</u></p> <p>Activity 18 <i>Support the establish a national restoration baseline including socio-economic factors</i></p>	December 2018	80%	100%	<p>Complete Primary baseline assessments have been conducted and described in previous reports, with assessments including stocktaking of existing success, priority mapping and identification of major challenges and opportunity to scale up restoration. WRI collaborated with the Economics of Land Degradation Initiative (ELD), between June and December 2018, to develop capacity for socio-economic assessments in the Maradi region. The assessments began with case studies in the pastoral lands of the Maradi region, followed by a summary report highlighting baselines and key statistics. The research also included over a month of socio-economic data collection on the value added of restored lands on the land, biodiversity, people and revenues. The research adopted a wider angle for socio-economic assessment than "farmer-managed natural regeneration" (of trees) and includes other land management investments and a variety of ecosystem services. A first complete draft of the economic assessment was developed by WRI in collaboration with a consultant in December 2018. The data collected have been used by ELD and GIZ in a country level analysis</p>	Three (3) baseline assessments conducted
<p>Activity 19 <i>Support information sharing and communication around restoration achievements</i></p>	March 2018	100%	100%		

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				<p>on the economy of land degradation which will be published in 2020.</p> <p>Complete. Niger's experience in restoration including the national ROAM training, or the adoption of the decree 2000-040 of June 8th, 2004, the publication of the National Land Management Plan as well as the highlights from the radio broadcast has been shared and communicated to NEPAD Agency, the AFR100 country focal points and partners. The radio event, showcasing two restoration champions, was also a great way to share information about communication within the rural population. WRI's representative's interview on National TV in Niger and the co-authored article, written by the Livestock and Agriculture Chamber (RECA) and WRI (awaiting publication) have allowed information sharing with a wider audience. A video including an exclusive interview with the Ministry of Environment Mr. Almoustapha Garba will also soon be published in a WRI blog post.</p>	
<p><u>India:</u> Activity 15 <i>Analyze existing forest monitoring mechanisms to identify their strengths and weaknesses for restoration monitoring</i></p> <p>Activity 16 <i>Develop methodologies for establishing restoration baselines from ecological, social and economic perspectives.</i></p>	<p>December 2018</p> <p>April 2018</p>	<p>70%</p> <p>100%</p>	<p>100%</p> <p>100%</p>	<p>Complete. The database on restoration interventions identifies practices and mechanisms in place for monitoring restoration has been developed. The framework on factor for scaling restoration includes monitoring as a key criteria and the in-depth case studies analyze existing monitoring mechanisms in detail. A database of over 350 past and on-going restoration interventions in India. These interventions have been implemented by government, civil society, local communities and private sector. Based on the database, short case studies were developed for the interventions and compiled into a report. This report is hosted on the Restoration Opportunities Atlas.</p> <p>Complete WRI India has added a participatory component in the 'Collect Earth' based monitoring methodology that involves conducting a 'mapathon' to establish baselines for tree count and tree cover. Additionally,</p>	<p>One (1) database of restoration interventions which highlights monitoring mechanisms developed, two (2) India-specific methodologies developed, one (1) participatory data collection workshop (mapathon) conducted, and one (1) social landscape mapping conducted.</p>

Outputs / Activities	Expected completion	Implementation status		Availability of outputs, progress description, and short explanations for deliverables. (as reported in PIRs)	Achievements (related to the indicators)
		Mid 2018	Mid 2020		
				<p>methodology for socio-economic baselines has been developed by doing a livelihood assessment. A methodology for creating a baseline of existing institutions in the area and their relationships has been created using social network analysis. Additionally, a methodology for creating a baseline of existing institutions in the area and their relationships has been created using social network analysis through deep dive analysis in Sidhi district of eastern Madhya Pradesh.</p> <p>The social landscape guidebook was launched in September 2018 and takes a new approach to environmental governance by focusing on identifying the social capital of actors within the landscapes. It centers on two main approaches: 1) mapping actors' resource flows and 2) mapping actors' priorities and values. Co-written by WRI international offices, this methodology has been tested in Brazil, India, Indonesia, Kenya, Mexico, and Rwanda. By using this guidebook, environmental practitioners can be more efficient with resources, collaboration, and outreach, and better anticipate potential conflicts and bottlenecks. Podcast on the social landscape guidebook is available here. The podcast features the two case studies of Lake Toba in Indonesia and the Sidhi district in India. Webinar is available here which features an overview of the guide and the methodology, as well as a deep dive from WRI India's work in Madhya Pradesh.</p>	

ANNEX XI. GEF PORTAL INPUTS

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table 12: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7³⁶, these indicators will be identified retrospectively and comments on performance provided³⁷).

Response: *(Might be drawn from Monitoring and Reporting section)*

Page 25 :

102. The project objective, outcomes, outputs, indicators, priority activities, and assumptions given with baseline and target values in the project results framework matrix and in a separate table (Table 1. / p. 37) by country and components in the Project Document. There are 11 outputs with 11 indicators, and 7 outcomes with 8 indicators in total, defined for the project.

...

105. The review findings confirm the project has achieved all its expected outcomes within the approved timeline and budget, with the support of a strong commitment and active cooperation of the project executing agency, and implementing partners in the pilot countries, cooperating international organisations and all other key stakeholders mentioned in project documentation, as reflected to the II.C Stakeholders section of this report.

106. The Project Document mentions the project (executing parties) will pursue a three-part strategy to accelerate the progress of restoration in the focus countries and mobilize support for priorities activities that have been identified through an analysis of the current situation in each country.

107. This strategy has three main components:

1. Inspire ambitious commitments to restoration: Make the case for the benefits of restoration and secure commitments to the Bonn Challenge, a ministerial challenge to bring 150 million hectares of degraded and deforested land under restoration by 2020.;
2. Get the right enabling conditions in place: Identify and address issues that hinder forest landscape restoration at scale in the priority countries;
3. Catalyze implementation and results: Enhance the human and financial capital to implement, monitor and report restoration actions.

Component 1- Increased political inspiration, support and ambitious commitments to forest landscape restoration/REDD+ actions in Ethiopia, Kenya, Niger, Indonesia, and India

108. The three main outcomes of the component achieved with the use of the results from the country specific implementation of the ROAM methodology on restoration opportunity mapping and analysis of the cost-benefits based on this mapping exercise, in the high-level commitments to the Bonn Challenge goals and setting improved national priorities in all pilot countries.

109. Also the establishment and operationalisation of the local, national and inter-governmental level working groups and initiatives like AFR100, as well as improvement of local capacities with

³⁶ The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE.

³⁷ This is not applicable for Enabling Activities

capacity development activities and informative materials for field experts, local communities and other key stakeholders who actively involve in FLR on site, contributes this achievement level.

Page 26 :

Component 2: To create enabling legal and policy conditions for large-scale restoration, tools need to be developed, tested and applied at scale to support forest landscape restoration planning and implementation.

110. The two main outcomes of the component achieved via developing, testing, applying, sharing the forest landscape restoration diagnostics, planning and implementation tools for key stakeholders in countries and institutions and providing easy access to these tools, especially via online portals.

111. This also supported with capacity enhancement of the key actors in governments, NGOs and related sectors operating on forestry, CSA, REDD related issues, and exchange of information, establishing cooperation between these sectors, pilot countries and beyond.

Page 27 :

Component 3: To catalyze large-scale implementation of forest restoration, financial flows must be identified in each country to accelerate the pace of forest landscape restoration at scale, and restoration monitoring systems need to be designed to provide transparency in the verification and reporting on progress with forest landscape restoration.

112. This component is related to the financial sustainability and monitoring of the results.

113. The first part has prepared restoration finance assessments and site-specific cost-benefit analysis reports to be used in interventions on restoration efforts by the local communities, private sector and all relevant parties. This information shared with all relevant authorities and also supported the operationalisation of Land Accelerator initiative of WRI in pilot countries.

114. The project established an important database and information sharing infrastructure for the monitoring of the actual FLR progress worldwide and in the pilot countries. The online "restoration atlas" portal/digital platforms operated by WRI, developed with compiling the information from the pilot country level database and technical reports prepared under the project activities.

115. In this process, the data collection and updating method of Collect Earth Maphatons found to be an important method for involving the communities and experts in local level by establishing a kind of citizen science platform as well as building local technical capacity.

Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

Response: *(Might be drawn from Factors Affecting Performance section)*

Page 12 :

36. As being a Medium Scale Project, no external Mid-Term Evaluation/Review conducted within the project timeline....

...

Page 18 :

74. This review findings, mainly from the project related documents, especially the progress reports and supporting documents listed in WRI Terminal Final Report in 2019, and online interviews with related persons listed in Annexes, reflect the active involvement of all mentioned

stakeholders in the project document and included in the implementation process, in different levels and contributions

...

Page 34 :

159. As mentioned in detail in the previous sections of the report, the cooperation established and improved with and between the pilot country governments, relevant international and national organisations, NGOs, private sector, financing institutions/donors, and various initiatives found to facilitate and enhance the participation of the key stakeholders and local communities to the project activities.

160. The project activities, implemented from local community level as field level activities like maphatons to international cooperation initiatives like high level conferences and events organised with a high level of participation from different stakeholders contributes the improvement of existing cooperations between stakeholders and establishing new initiatives.

...

165. The implementation process enhancing and improving the existing cooperation and experience opportunities, especially with developing country and case specific approaches found to contribute increasing the ownership to the project targets and expected results.

Page 35 :

166. Providing ground for active involvement and capacity enhancement of the local communities in FLR operations, increasing awareness in all levels from individuals to high level government officers with the project activities, open information sharing approaches contributes improvement in ownership.

167. Review findings present a high level of country ownership in all pilot countries, with different strengths and weights, depending on the FLR requirements/status, national or local conditions, existing human resources and administrative structures, the government and other institutions' interest/policies, involvement level of technical staff of relevant institutions and local communities to the field activities.

Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)

Response: (Might be drawn from Factors Affecting Performance section)

Page 34 :

161. Project intervention directly related to the right to live in a healthy environment for livelihoods and human wellbeing, so, the project results directly affect the improvement of livelihoods, especially in rural areas.

162. The implementation process found to address gender issue as an important factor and refers in the Output 5 and consider in assessments, technical working group activities and field activities. The interviewees also noted especially field activities considered active inclusion of women to the processes in the most available extend, depending on the country and community conditions.

Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)

Response: (Might be drawn from Factors Affecting Performance section)

Page 34 :

163. Risk analysis and social safeguards related content provided in two separate sections, in the Project Document, in 3.5. Risk Analysis and risk management measures and 3.11. Environmental and social safeguards, present the potential impacts and mitigation approaches.

164. The review of the project progress reports shows the project management teams followed a detailed risk management approach, monitored and reported all aspects related to social and environmental risks, as well as other issues, and take necessary precautions for the mitigation processes.

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)

Response: (Might be drawn from Factors Affecting Performance section)

Page 35:

168. Issues related to stakeholder and community participation is critical for both implementation and also sustainability of the project results. The project implementation found to have a strong communication and public awareness dimension, based on the professional approach and capacities of WRI, its partners and key stakeholders.

169. The FLR focused country and concept specific audio-visuals, reports and other visibility materials prepared and distributed to the stakeholders and target groups in country and local level, in all pilot countries, and via online portals as well as WRI and partners' websites.

Question: What are the main findings of the evaluation?

Response:

Page 9:

6. The overall review rating for the project is "Satisfactory".

7. The project designed and results achieved with the implementation, comply with the international GEF and pilot country policies, needs and strategic approaches on FLR and relevant topics defined in the project document.

8. Implementation process conducted timely, efficiently and successfully by the executing agency WRI in cooperation and coordination with the implementing agency UNEP and pilot country governments as cooperating partners, as well as other consultative/ co-financing institutions.

9. All outputs defined in the results framework has been achieved in the project period, contributing the achievement of the proposed outcomes, and some of them even go beyond the planned levels, with a sound project and risk management by the executing and cooperating agencies.

10. Project financial resources managed efficiently, and additional resources could be leveraged both in-kind and cash, within the implementation period, not only from institutional donors but with establishing opportunities via innovative fundraising platforms for stakeholders and target groups to improve livelihoods while restoring the landscapes.

11. Taking the advantage of the professional and worldwide institutional structure of the executing agency, project management, data collection and sharing, monitoring, and reporting organised and conducted in ad professional and highly qualified content.

12. Being a part of the global efforts on FLR coordinated by WRI and its partners, the project has a moderately likely sustainability rating, regarding the changes socio-political and institutional conditions in pilot countries.

ANNEX XII. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Building the Foundation for Forest Landscape at Scale (GEF ID 7557)

Contact Person (TM/PM): Johan Robinson / Lesya Nikolayeva

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER / UNIT/ DIVISION/ AGENCY
Compiling and disseminating the experience (including lessons learned) and the country specific model(s) developed in the implementation of the project as a comprehensive document/report as a reference will contribute further improvement of global FLR approach and replication through other countries and communities.	YES	This is a very thorough report with lessons learned and insights that could be more than just internal and could be turned into a 2-pager in a few languages on lessons learned and disseminate to NGOs and (sub-) national government in pilot and other countries	6 month	UNEP
Promoting and contributing the replication of the experience gained in the pilot areas in the countries with site specific models for both other relevant areas/regions in the pilot countries and	Partially (accept the recommendation but already implemented)	Currently WRI has 200 restoration projects (https://www.africa.terramatch.org/) in Africa that has been build-upon the lessons learned in this project. The promoting has already been successful. We have 200 restoration projects in 26 African countries.		WRI

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER / UNIT / DIVISION / AGENCY
other country/ies for FLR, through national and international FLR initiatives and cooperating global entities (UN, IUCN, etc.)				
Securing the operational and qualified human resources capacity in all project pilot countries and in others, with supporting/providing recommendations on capacity enhancement and policy development for institutional structures on FLR operations.	Partially (accept the recommendation but already implemented)	Building on this project WRI has launched in 2020 the policy accelerator that is exactly based on this recommendation of the promotion of improved institutional structures to promote FLR- https://www.wri.org/initiatives/landscape-policy-accelerator .		WRI

The following is a summary of lessons learned from some of the project's experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lesson Learned #1:	Sustainability of successful results achieved from an intervention and learning from the implementation process requires an integrated, cooperative, and long-term monitoring
Context/comment:	Monitoring is a long-term investment that will extend well beyond the end of the project. It is not enough to claim that a baseline and then a second point in time a few years later is monitoring. It is important to build capacity in-country (for example: training higher education institutions) so that monitoring can be institutionalized.

	<p>When conducting any Collect Earth mapathons or other type of data collection activity, it is best practices to collect multiple years of data at one time. For example, when conducting mapathons for a baseline (e.g., 2015), it is best practice to collect data for at least one other point prior to that baseline (e.g., 2010) and then a point in the future if data is available. Now instead of only having data for one point in time, it is possible to see trends in land use change and tree cover, which may be useful for informing other project activities.</p> <p>Stakeholder mapping of all institutions who collect data of interest to restoration is key to understand what resources are available and who needs to be included in a long-term monitoring framework.</p>
Lesson Learned #2:	Active involvement of the governments to the global restoration agenda in all levels, by enhancing collaboration and coordination environments is crucially important in setting FLR as a country priority and securing the community ownership for the sustainability of the results.
Context/comment:	<p>While these projects would not be possible without collaboration and coordination with government partners to ensure long-term sustainability, it is sometimes challenging to get dedicated time from government staff to work on project activities. This can slow down the delivery of outputs.</p> <p>As emphasized by one of the interviewees: "It's important to involve the government at the national and also local government level, especially with the restoration kind of activities. Since we want this to continue even after the project's ending, so that we want to make sure that the restoration activities included at the Government agenda, so that it will continue..."</p> <p>Another interviewee noted: "... it's incredibly important for the government or your local government stakeholders to feel real ownership, not just be involved, not just have a meeting with them and get their feedback and input, but really having them own this..."</p> <p>Regarding the local level, another interviewee notes: "...The government, district governments and the people or other external funders or corporations only provide some projects, technical assistance and funding, but the core budget system implemented by the District/Local Government...". This can also be interpreted as, the project funding not only its money, but the activities, the meetings, the organizational recommendations, and the system established in the district level improves the approach using the landscape restoration as a tool for rural development.</p>
Lesson Learned #3:	Project design should consider the possible/potential socio-political situations, define and use a flexible operational structure with alternate implementation and resource development methodologies.
Context/comment:	In some cases, socio-political events can occur during the life of the project that can impact delivery of outputs. It is important for the project to have the flexibility to adapt to these changing situations. For example, the project was forced to identify a new landscape to work in after socio-political tensions in Western Kenya forced the multilateral EU project to close. Without that EU project to support implementation of the outputs that this GEF 5 project would produce, WRI needed to quickly shift to a different landscape.
Lesson Learned #4:	The replication of the available methods with proven records and best practices through communities, countries and regions with multistakeholder

	collaboration, enhance and facilitate the opportunities for moving from commitments to action.
Context/comment:	<p>At the beginning of the project, very few restoration commitments had been made, and there was still a general lack of understanding of the importance of FLR to both address global climate change but also local environmental and socio-economic challenges. Four years later, this situation has changed, with FLR now very much in the mainstream discussions around climate change and sustainable development. Now that so many countries have made restoration commitments, shifting these to action has been slow and difficult. A wide-scale restoration movement is needed to encourage governments to act as well as to inspire citizens to act.</p> <p>An interviewee notes: "... (government) have a lot of programs, but it doesn't say landscape approach that how we want to win their support directed...if we are able to succeed in convincing them that this kind of project needs to be replicated in other geography, then the ownership will automatically get strengthened because at that time we don't want to say that we want to bring in more international funding into the project itself, but restricting it to the expenses involved in the engaging experts, engaging people who can come and advise people who can help them prepare the project..."</p>
Lesson Learned #5:	Enhancing the capacities and ownership of local communities and CSOs on the restoration action is key to ownership, improvement of livelihoods and sustainability of results in community level.
Context/comment:	<p>As emphasized by one of the interviewees: "... Network of CSO. Because there are many national CSOs but it's also important to work with the local CSOs. They have been there at the local level for quite some time. So to get a stronger ownership on the restoration project and also a stronger commitment with the national government. Because we know that the local CSO works there, will stay there for a long time and it's good for capacity building and transfer knowledge between the national and also the local..."</p> <p>Based on the experience on the site, another interviewee notes "...the landscape approach concept has been received very well by the people. Because what is happening is that in large number of government programs, the targeting is done for families and individual expenditures are also held incurred at that level here because of the project approach. Now what's happening is that the 15 or 18 villages, 13 Village council areas ... it's happening in the most scientific manner, which means that oil and water conservation and treatment is given, including community land, but also farmer owned land and for which funds are available with the program..."</p>
Lesson Learned #6:	Collecting, disseminating and Investing on learning from innovative approaches and collective knowledge from different countries with different conditions and priorities enhance the potentials and sustainability of results.
Context/comment:	As emphasized by one of the interviewees: "... it's good to invest on innovative approaches. Its good to invest in different set of countries you have different conditions, different priorities, different governance structures and learn from the collective knowledge..."
Lesson Learned #7:	Conducting the Terminal Review process soon after or close to the project completion period will be beneficial for collecting and compiling lessons, best practices and evaluate the project intervention timely and more precisely
Context/comment:	This Terminal Review was conducted four years after the project's completion, which led to some difficulties in collecting and compiling

	necessary information from key stakeholders due to changes in the status of the contact persons, officers, as well as loss of interest and important details associated with the project results.
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ANNEX XIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Building the Foundation for Forest Landscape Restoration at Scale Project' (GEFID 5775)
 Consultant: Murat ÇEVİK

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
Report Quality Criteria		
<p>Quality of the Executive Summary <u>Purpose:</u> acts as a stand alone and accurate <u>summary</u> of the main review product, especially for senior management. To include:</p> <ul style="list-style-type: none"> • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations. 	<p>Final report (coverage/omissions): The Executive Summary is well written and covers all required elements. However, since the Executive Summary should act as a stand-alone summary of the review, the actual strategic questions should have been included to put the answers it into context.</p> <p>Final report (strengths/weaknesses): The executive summary describes the main findings based on an assessment of the review criteria.</p> <p>The Evaluation Office noted some inconsistency throughout the report regarding the project end date. For instance, the Executive Summary (para. 3) and other sections of the report state that the project reached operational completion in January 2020. However, Table 1 (project Identification Table) indicates that the project ended in September 2019.</p> <p>Acronyms in the Executive Summary should have been spelled out at first use.</p>	5
<p>Quality of the 'Introduction' Section <u>Purpose:</u> introduces/<u>situates</u> the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include:</p> <ul style="list-style-type: none"> • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners 	<p>Final report (coverage/omissions): The Introduction covers all the required elements.</p> <p>Final report (strengths/weaknesses): The report presents a concise introduction and description of the evaluand.</p>	5

<ul style="list-style-type: none"> total secured budget whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.) concise statement of the purpose of the review and the key intended audience for the findings. 		
<p>Quality of the 'Review Methods' Section</p> <p><u>Purpose:</u> provides reader with clear and comprehensive description of review methods, demonstrates the <u>credibility</u> of the findings and performance ratings.</p> <p>To include:</p> <ul style="list-style-type: none"> description of review data collection methods and information sources justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) number and type of respondents (<i>see table template</i>) selection criteria used to identify respondents, case studies or sites/countries visited strategies used to increase stakeholder engagement and consultation methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) details of how data were verified (e.g. triangulation, review by stakeholders etc.) methods used to analyse data (scoring, coding, thematic analysis etc) review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i> 	<p>Final report (coverage/omissions):</p> <p>Elements are adequately addressed. A table summarising the respondents interviewed during the data collection phase is also provided.</p> <p>Final report (strengths/weaknesses):</p> <p>Paragraphs 46 and 48 state that <i>"The desk review of the project documentation provided from the UNEP Evaluation Office"</i>. The Evaluation Office clarifies that the project documentation was provided by the project team, as the Evaluation Office is only involved in the validation/quality assessment of the TR report. Text of those paragraphs was revised accordingly.</p> <p>A significant limitation of the review was the limited number of stakeholders interviewed/consulted (only 8) during the Review process. Other challenges encountered by the Reviewer are also explained in paragraphs 52-55. Such challenges appeared to have derived from the fact that the review was conducted four years after the project operational completion.</p> <p>The limitations to the methodology are thoroughly explained as well as the efforts made by the reviewer to compensate the potential effect of these limitations to the result of the review process.</p>	5.5
<p>Quality of the 'Project' Section</p> <p><u>Purpose:</u> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance.</p> <p>To include:</p> <ul style="list-style-type: none"> <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) 	<p>Final report (coverage/omissions):</p> <p>All required elements are addressed.</p> <p>Final report (strengths/weaknesses):</p> <p>It would have been appreciated if the section on Objectives and Components had mentioned that the project's results hierarchy was exactly as per the ProDoc</p>	4.5

<ul style="list-style-type: none"> • <i>Results framework</i>: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders</i>: description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners</i>: description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation</i>: any key events that affected the project's scope or parameters should be described in brief in chronological order • <i>Project financing</i>: completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>and that there was no revision during the project implementation.</p> <p>A more detailed description of the project stakeholders and their power/role over the project implementation would have been appreciated. For instance, a table with the following information for each stakeholder group could have been provided (see 09_TR Stakeholder Analysis Guidance 31.01.2024.doc (live.com)):</p> <ul style="list-style-type: none"> • Power over the project implementation and results • Participation in project design • Roles and responsibilities during project implementation <p>Expected changes in behaviour due to project activities</p>	
<p>Quality of the Theory of Change</p> <p><u>Purpose</u>: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance.</p> <p>To include:</p> <ul style="list-style-type: none"> • description of how the <i>TOC at Review</i>³⁸ was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results reformulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'</i>. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report. 	<p>Final report (coverage/omissions):</p> <p>The reviewer constructed a ToC diagram which was missing in the original ProDoc. A table with the reformulation of results statements is also included.</p> <p>Final report (strengths/weaknesses):</p> <p>The ToC at Review did not include drivers and assumptions. The section presents the ToC at Review in diagrammatic form but not in a narrative form. Causal pathways from project outputs to the higher-level results should have been described, including the role of drivers and assumptions.</p> <p>The reviewer identified three Intermediate States in the ToC at Review, which were absent in the original Results Framework but indicated in the report that they could not conduct an ideal ToC review process with sufficient stakeholder contribution.</p> <p>Project outputs and outcomes were not reformulated at review. These should have been adjusted to better align with UNEP's current results definitions, as indicated in the UNEP Glossary of Results. For instance, the original outcomes in some cases represent output level results, i.e., analysis and</p>	3

³⁸ During the Inception Phase of the review process a *TOC at Review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

	tools developed, increased capacity of key actors, monitoring system designed etc., and do not describe a change in behaviour/condition.	
<p>Quality of Key Findings within the Report</p> <p><u>Presentation of evidence:</u> nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source.</p> <p><u>Consistency within the report:</u> all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix.</p> <p><u>Findings Statements (where applicable):</u> The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>	<p><i>Final report (coverage/omissions):</i></p> <p><i>Final report (strengths/weaknesses):</i> Evidence presented by the reviewer is clear and quite consistent throughout the report. Finding statements specific for each review criterion were not identified. However, the reviewer included a set of broader findings in the Executive Summary.</p>	5
<p>Quality of 'Strategic Relevance' Section</p> <p><u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval.</p> <p>To include:</p> <p>Assessment of the evaluand's relevance vis-à-vis:</p> <ul style="list-style-type: none"> • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation³⁹), with other interventions addressing the needs of the same target groups. 	<p><i>Final report (coverage/omissions):</i></p> <p>All required elements are addressed.</p> <p><i>Final report (strengths/weaknesses):</i></p> <p>The section concisely describes the project's alignment and strategic relevance with respect to UNEP, donors Regional and Global priorities, and complementarity with existing interventions.</p>	5
<p>Quality of the 'Quality of Project Design' Section</p> <p><u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.</p>	<p><i>Final report (coverage/omissions):</i></p> <p>A brief summary of the strengths and weaknesses of the project design is presented. The summary table with ratings of the design elements assessed is included in this section.</p>	3.5

³⁹ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

	<p>Final report (strengths/weaknesses):</p> <p>A more detailed analysis of the project design's strengths and weaknesses would have been appreciated. While most of the ratings for the project design elements are satisfactory, some information on why "learning, communication and outreach" scored moderately satisfactory, would have been appreciated.</p>	
<p>Quality of the 'Nature of the External Context' Section</p> <p><u>Purpose:</u> to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁴⁰), and how they affected performance.</p> <p>While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.</p>	<p>Final report (coverage/omissions):</p> <p>The sections briefly summarises the project's potential risks associated with the external operating context (e.g., political instability).</p> <p>The project was not affected by COVID-19 as it ended in September 2019.</p> <p>Final report (strengths/weaknesses):</p>	4.5
<p>Quality of 'Effectiveness' Section</p> <p>(i) Availability of Outputs:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (coverage/omissions):</p> <p>The narrative section presents a brief assessment regarding the availability of outputs. Nevertheless, Annex X (page 89-131) presents detailed information on the achievement of each output, including a description of the deliverables. Output indicators and targets are missing in Annex X but are reported in Annex IX. The inclusion of the output indicators and target in Annex X would have been appreciated.</p> <p>Final report (strengths/weaknesses):</p> <p>It would have been useful to include in the narrative section of the report (page 27) a summary table showing the output indicators with their baselines and targets, and a column indicating the degree of achievement of each indicator.</p> <p>The identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalization (e.g. through disability) is not addressed.</p>	4.5

⁴⁰ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p>ii) Achievement of Project Outcomes:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p><u>Final report (coverage/omissions):</u> This section covers most of the report quality criteria and includes tables showing the level of achievement of project outcomes.</p> <p><u>Final report (strengths/weaknesses):</u> In the 4th column of the tables illustrating the degree of achievement of outcomes the reviewer indicated: "as reported in PIR 2019/ WRI Final Report". Therefore, it appears as the evidence presented in this section was only taken from the project documentation. It would have been appreciated if the reviewer discussed how the evidence collected from the PIRs/Final Report was triangulated with data collected from stakeholders' interviews.</p> <p>This section does refer to positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalization (e.g. through disability).</p>	<p>4.5</p>
<p>(iii) Likelihood of Impact:</p> <p><u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding.</p> <p>To include:</p> <ul style="list-style-type: none"> • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p><u>Final report (coverage/omissions):</u> Not all the elements are adequately covered in this section.</p> <p><u>Final report (strengths/weaknesses):</u> The section should have explained how the causal pathways from the project outcomes and three intermediate states (identified at Review) were intended to lead to the project Impact.</p> <p>An assessment of the achievement of the three Intermediate States is also missing.</p> <p>Moreover, as mentioned above, the ToC at Review should have included Drivers and Assumptions, and this section should have explained to what extent these are expected to hold.</p> <p>Identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability) is not assessed.</p>	<p>2.5</p>
<p>Quality of 'Financial Management' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed).</p>	<p><u>Final report (coverage/omissions):</u> Required elements are adequately addressed.</p>	<p>5</p>

<p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>adherence</i> to UNEP’s financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report (strengths/weaknesses):</p> <p>The section presents a brief analysis of the three dimensions under financial management.</p> <p>The Evaluation Office noted that the UNEP Fund Management Officer (FMO) was not interviewed/consulted as part of the Terminal Review.</p>	
<p>Quality of ‘Efficiency’ Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness).</p> <p>To include:</p> <ul style="list-style-type: none"> • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP’s environmental footprint. 	<p>Final report (coverage/omissions):</p> <p>Required elements are adequately addressed.</p> <p>Final report (strengths/weaknesses):</p> <p>Para. 146 states that “<i>the two no-cost extensions...extended the project completion date from the initial date April 2019 to 30 November 2019 and the validity date to 31 May 2020</i>”. However, as mentioned above, there is inconsistency about the project end date throughout the report. Table 1 indicates September 2019 as the project end date, whereas January 2020 is indicated in other sections of the report. Also, it is unclear what validity date means.</p>	5
<p>Quality of ‘Monitoring and Reporting’ Section</p> <p><u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand’s monitoring and reporting.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • quality of the monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • quality of monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • quality of project reporting (<i>e.g. PIMS and donor reports</i>) \ 	<p>Final report (coverage/omissions):</p> <p>The report presents an assessment of the three dimensions under Monitoring and Reporting.</p> <p>Final report (strengths/weaknesses):</p> <p>Under the criterion ‘<i>monitoring of project implementation</i>’ the Review should have provided an assessment of whether the monitoring system gathered relevant and good quality baseline data, including monitoring the representation and participation of disaggregated groups (including gendered, vulnerable or marginalised groups) in project activities.</p>	4.5
<p>Quality of ‘Sustainability’ Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • socio-political sustainability • financial sustainability • institutional sustainability 	<p>Final report (coverage/omissions):</p> <p>Elements adequately addressed.</p> <p>Final report (strengths/weaknesses):</p>	5

	The section presents a concise analysis of the three dimensions under sustainability.	
<p>Quality of Factors Affecting Performance Section</p> <p><u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.</p> <p>Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes:</p> <ul style="list-style-type: none"> • preparation and readiness • quality of project management and supervision⁴¹ • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness 	<p>Final report (coverage/omissions):</p> <p>A concise assessment of the factors affecting performance is presented as a stand-alone section within the report.</p> <p>Final report (strengths/weaknesses):</p> <p>A description and role of the project Steering Committee should have been provided under 'Preparation and readiness'</p> <p>The section on '<i>quality of project management and supervision</i>' should have presented a separate assessment of the performance of the parties that played different roles in the project (i.e., UNEP as the Implementing Agency and WRI as the Executing Agency). A rating for both types of supervision should have been provided, whereas the overall rating for this factor affecting performance should have been determined as a simple average of the two.</p>	5
<p>Quality of the Conclusions Section</p> <p>(i) Conclusions Narrative:</p> <p><u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the review process.</p> <p>To include:</p> <ul style="list-style-type: none"> • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on) 	<p>Final report (coverage/omissions):</p> <p>Elements adequately addressed. A brief response to the Key Strategic questions is also provided, even though the actual questions are not reported.</p> <p>Final report (strengths/weaknesses):</p> <p>The section highlights some of the project's findings, achievements, challenges, strengths and weaknesses.</p> <p>Similarly to the Executive Summary, the actual strategic questions should have been included to put the answers to it into context.</p>	5

⁴¹ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

<p>ii) Utility of the Lessons:</p> <p><u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization)</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) briefly describe the context from which they are derived and those contexts in which they may be useful do not duplicate recommendations 	<p><i>Final report (coverage/omissions):</i></p> <p>The Review includes seven lessons learned.</p> <p><i>Final report (strengths/weaknesses):</i></p> <p>Lessons learned are rooted in project experiences and challenges encountered during the implementation. The context of each lesson is also provided.</p>	<p>5.5</p>
<p>(iii) Utility and Actionability of the Recommendations:</p> <p><u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results.</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations. <p><u>NOTES:</u></p> <p>(i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>(ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>	<p><i>Final report (coverage/omissions):</i></p> <p>The Review identified three recommendations. However, A recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions was not included.</p> <p><i>Final report (strengths/weaknesses):</i></p> <p>The Evaluation Office clarifies that the ‘type’ of recommendation can be ‘Project Level’, ‘UNEP’ or ‘Partners’ (as explained in the review tool n. 16). However, the recommendation types indicated on pages 50-51 describe the topic of each recommendation (‘Experience and Information Sharing’, ‘Replication and Scaling Up’ and ‘Institutional capacity enhancement’).</p> <p>Moreover, responsibility for the implementation of the recommendations should have been more specific. For instance, the following entities are indicated as responsible for the implementation of recommendation 2: “UNEP, WRI (via GPFLR, GFW, etc.) and partnering organisations (IUCN, FAO, etc.), Government Institutions, Supra-National Initiatives (e.g. AFR100)”.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the reviewer should have formulated the recommendation to say that UNEP project staff should pass on the recommendation to the relevant third party.</p>	<p>3</p>

	Lastly, the Proposed implementation timeframe of each recommendation should also have been more specific.	
<p>Quality of Report Structure and Presentation</p> <p>(i) Structure and completeness of the report:</p> <p>To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?</p>	<p><i>Final report (strengths/weaknesses):</i></p> <p>The report is complete and follows the Evaluation Office guidelines. All the required Annexes are included in the report.</p>	5
<p>(ii) Writing and formatting:</p> <p>Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?</p>	<p><i>Final report (strengths/weaknesses):</i></p> <p>The tone is professional and adequate for an official document. However, sentences are not always clear (in some cases, verbs are missing). A few typos and grammatical errors were also identified.</p>	4.5
OVERALL REPORT QUALITY RATING		4.5

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.