

**MIDTERM REVIEW
REPORT**

TRIGlobal Learning Finance and Partnerships Project - GF9522

(<https://www.iunog/news/forests/201801/howdoweknowwhenforestlandscape restoration has been achieved>)

AUGUST 2022

Acknowledgements

AAE would like to thank the International Union for Conservation of Nature, IUCN in particular the Global Child project team for their excellent support as well as for the detailed information and feedback provided during the Mid Term Evaluation process. Your efforts greatly facilitated our team in the development of this report. We would also like to extend a special thank you to Adriana Vidal, Benjamin DeRidder, and Jonathan Gheysens for their kind support to the evaluation team. In addition, special thanks to FAO and UNP, in addition to all other participants listed in [Annex 7](#) for kindly providing information during virtual interviews and your good work in promoting Forest Landscape Restoration. Without your support, this evaluation would not be possible.

I

III

to better document the decision making process at the project level and recommends corrections in documenting project activities (CCU), in improving indicators. A project extension is also recommended. The tripartite partnership arrangement is successful in engaging the many advantages of the IAs and in providing mutual support in the implementation of the Project's components.

Component 4 seeks an incountry enabling environment and increased national and subnational commitments to HR. Specifically, the Outcome is supportive of national and subnational policy

B2

(b)

	<p>respective management to leverage co-financing in support of an extended management period</p>		
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Table 2 Summary MIER Recommendations

TABEL OF CONTENTS

Table of Contents.....	xi
List of Abbreviations and Acronyms.....	xiii

Annex1. MIERatingRationaleandSales.....	52
Annex2 Terms of Reference.....	56
Annex3 UNG Code of Conduct for Midterm Review Consultants.....	62
Annex4 Evaluation Objective, Scope and Methodology.....	63
Annex5 Evaluation Matrix.....	70
Annex6 MIE Documents Reviewed and Sources Consulted.....	81
Annex7. Key Informant Interviews and Focus Group Meetings.....	85
Annex8 Semi-structured Interview Guide.....	88
Annex9 TR Child Project Results Framework.....	92
Annex10 TR Progan Results Framework.....	108
Annex11. Analysis of Project Design.....	112
Annex12 Progress Analysis.....	121
Annex13 Components Quarterly Execution.....	138
Annex14 MRE Activities Plan.....	142
Annex15 Risk Management.....	144
Annex16 Environmental and Social Safeguards Screening.....	145
Annex17 Reporting on TR Core Progan Indicators.....	147
Annex18 TR child projects Implementing Agencies and summary information.....	149
Annex19 Governance and Institutional Arrangements.....	154
Annex20 Progress to Impact.....	155
Annex21. Audit Trail.....	0

UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UN Environment	United Nations Environment Programme
WFC	World Forestry Congress

achieved, making significant contributions to addressing forest and land degradation compared to business as usual scenarios

A4 The Project Development Objective, Strategy and Expected Results

TRI was designed as a GF program and is defined as “

’25 with project partners benefitting from results based on the following development assumptions

providing a strong basis for partnership and knowledge sharing National projects are designed/tailored around flexible framework addressing 4 principal barriers to restoration Policy, Capacity, Finance, Knowledge sharing and partnership

and supports, strengthens and adds value to the work of the national projects along each of four Program components

Component 1: Policy Development and Integration Increased national and subnational commitment to forest and landscape restoration

Component 2: Implementation of Restoration Programs and Complementary Initiatives Integrated landscape management practices and restoration plans implemented by government, private sector and local community actors, both men and women

Component 3: Institutions, Finance, and Upscaling Strengthened institutional capacities and financing arrangements in place to allow for and facilitate large-scale restoration and maintenance of critical landscapes and diverse ecosystem services in TRI countries

Component 4: Knowledge, Partnerships, Monitoring and Assessment Increased effectiveness of Program investments among Program stakeholders

The TRI Global Child Project plays an essential role in ensuring that the TRI Program delivers enhanced programmatic benefits, providing enhanced learning, partnership, technical support and tools through a single project-based delivery system that captures efficiencies of scale. The Global Child Project is “

.”⁴⁶ Services

provided by the Global Child Project include:

(1) **TRI coordination and adaptive management:** Program-level monitoring, evaluation, and adaptive management, including support for a Program Advisory Committee, Global Coordination Unit, mid-term Program and Project review and terminal evaluation, as well as case studies assessing the value for money generated by investment in TRI.

(2) **Capable and Resilient People:** Best practices and institutional capacity building (a) Identification and capture of synergies among national child projects. The Project, through its Global Coordinating Unit (GCU), works to capture synergies among national child projects, and capitalize on emerging opportunities presented over the course of TRI. Work includes the development and implementation of a TRI Partnership strategy for effective engagement and partnership with external programs, projects, institutions, and potential donors/investors that help foster achievement of TRI objectives. (b) Systematic capture, enhancement, and sharing of HRL knowledge. This includes the use of harmonized tools and processes for capturing HRL, development of bankable products and policy briefs and other informational materials, enhancements to the existing body of HRL knowledge to make these resources more easily and widely accessible and sharing of experiences via facilitated online Communities of Practice, events, workshops and trainings, as well as through hands-on demonstrations.

presented as findings in the Project Implementation section of this document. The expected delays associated with virtual processes occurred. Sao Tome and Principe experienced electrical transmission blackouts with internet interruptions over an extended period. Pakistan unfortunately did not respond to the interview request. The team rectified delays with follow-on interviews and written requests for information. The IAs and country teams were cooperative, responsive and forthcoming in responding to and mitigating the mentioned challenges.

C FINDINGS

The findings are presented for the following four areas outlined in the TOR: (A) Project Strategy and Design, (B) Progress Towards Results, (C) Project Implementation and Adaptive Management, and (D) Progress towards Impacts, and (E) Sustainability. Within each category, the results of the evaluation from the standpoint of effectiveness using the established indicators, efficiency based on deployment of project funding, relevance and coherence to national policies, and sustainability are provided. Conclusions and recommendations are presented in **Section F**.

C1 Project Strategy and Design

Indicator 1.1 - Program and projects are well managed, addressing risks and challenges, and capitalizing on opportunities for learning, cross-fertilization and collaboration

- Number of active partners with which IRI is engaged at a programmatic level (through two

Output 122 Indicator=

The target is

Outcome 32 Enhanced

Overall Project Outcome Rating	Satisfactory
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(HU) Highly Unsatisfactory; (MU) Moderately Unsatisfactory; (U) Unsatisfactory; (MS) Moderately Satisfactory; (S) Satisfactory;

Outcome24	100%	HS
Outcome25	100%	HS
Outcome31	90%	S
Outcome32	10%	HU
Outcome41	100%	HS
Outcome42	75%	ME
Overall Rating	83%	SATISFACTORY(S)

Table 5 MMR target Achievement

Figure No 4 presents the efficiency of the project in executing its resources. The graphic demonstrates the planned budget to year 3 vs the total budget. The expected targets are also illustrated to capture the relative efficiency in producing the outputs. In general, all components were executed efficiently producing outputs with lower than budgeted resources. With 67% of the project's resources deployed, the project has a Satisfactory efficiency ranking and is on track to a full execution and is trending towards Highly Satisfactory by EOP.

Figure No 3 Progress at MMR

Table 5 demonstrates budget efficiency. Using the approved project budget at CEO endorsement, by year 3 the project programmed budget was \$2,239,511 US. The actual project execution was almost spot on with \$2,230,507 US which is a 99% completion rate. Using completion of Milestones as a basis for analysis, the Figure No 4 above illustrates that Component 1 was roughly 25% less efficient than components 2, 3 and 4.

With almost 100% of MMR level budget execution (i.e.,

Figure No 4 Efficiency per Component

Total Budget at CFO Enclosurement Planned Budget by Year 3 (Prodo) Execution by Dec 2021

summary emails. These were not systematically archived for validation during the MIE desksurvey phase. Evaluators feel that Project level decisions should be made minimally at 6 month intervals. Evaluators agree that a formal and more comprehensive report could be filed on an annual basis to support both project and program governance. However, a semester meeting with key M&E inputs such as progress towards outputs and budget expenditures per the AWP, albeit virtual, would facilitate decision making and create an acceptable audit trail to support project governance and facilitate timely and adaptive management.

document ('Mentorship Platform Change Rationale') circulated within the Global Child team for review

COUNTRY	PROJECT NAME	MEMBERING AGENCY
Global	Global Learning Framework under IRI	IUCN, FAO, UNEP
Cameroon		IUCN
Central African Republic		
China		
Democratic Republic of the Congo		
Guinea Bissau		IUCN
Kenya Tana Delta		

The TRI Program has a three-tiered governance structure guided by a Program Advisory Committee (PAC) comprised of IA representatives, the GEF, as well as rotating representatives from the TRI child projects and relevant external partners with HR expertise. The TRI Program Coordinator is the PAC Secretary. Invitations to PAC meetings change over time depending on the needs and circumstances of the Program and members.

The PAC meets annually to provide strategic advice to the Program and child projects, reviews progress, advises on key milestones, identifies points for review and supports program and child project-level partnerships to achieve objectives, especially those focused on mobilization of funding for HR, and provides input to Program-level workshops and events.

The Project Steering Committee (PSC) is comprised of the three IAs and provides oversight to the Project. Specific functions of the PSC include approval and review of annual workstreams, annual reports, and provides direction on adaptations to project implementation and execution of the components and informs the PAC. The PSC also provides continuous oversight and feedback on Project activities, responding to inquiries or requests for approval from the GCU and Project IAs. The PSC also coordinates the execution of the TRI Program, ensures coherence among all child project interventions, activities, and key stakeholders, engages and shares information with internal and external partners in relevant regional and/or global as a means towards advancing overall Program goals. The PSC linkage to the Child Projects is through the respective IAs.

The GCU was established to facilitate the dual role of Program and Project-level coordination. IUCN is the Lead GEF Agency for both the TRI Program and TRI Child Project coordination in collaboration with the GEF Co-Implementing Agencies. The GCU monitors the progress of the TRI Project and reports to the GEF Secretariat and GEF Independent Evaluation Office annually on the status of the Project through annual Progress Implementation Reports (PIR) and coordinates the Project's MRE Plan.

The GCU is comprised of a Program Coordinator, a Communications Lead, and MRE Lead, and a Policy Lead with administrative and financial functions provided by IUCN. That structure was evolving at the time of the MIE with a Program Task Manager and the Policy Lead acting as the Project Coordinator.

With regards to the functionality and effectiveness of the Project Implementation and governance aspects, the following provides the key findings:

In terms of Project governance, the three-tier structure provides adequate upstream and downstream communication and integration between the levels as well as lateral communication with sector experts.

The information packages provided to the PAC have been developed with the support of outside consultants and provide a snapshot of the program and the issues to be addressed. The responses and guidance received were also documented. The PAC was expected to meet at least once per year in person at a side event linked to the Annual TRI Knowledge and Learning workshops, and virtually at least one additional time each year as necessary. Unfortunately, only two PAC meetings (2020, 2022) were held during the 47 months of project implementation. Both were virtual due to COVID-19 travel restrictions. Given the significant time needed to prepare materials for the meetings, the PSC decided that one PAC meeting per year was feasible. Evaluators support the decision to reduce the PAC meetings to an annual basis. The move creates a better vantage point for the PSC, allows sufficient time for development of the Child Projects, reduces cost, and provides an external feedback loop to the PSC and GCU.

Although the PAC meetings were programmed in Annual Work Plans, only 2 meetings were held. Since these were digital, the question arises as to why the other meetings were forfeited. Regardless, the Hogan has run for long periods of time without the engagement of the Project's governance structure. The real value of annual meetings to Hogan and Project Management alike is the thought process and self-reflection that goes into preparing them. The annual meetings force management to take stock of the

agement is the essential information necessary to facilitate decision making and to facilitate external audits and evaluations or provide continuity in the event of staff changes

Members of the FSC from all IAs and the GCU changed during project implementation. IAs reported that Senior IA representatives are always assumed to be part of the FSC. Others acting within the FSC while serving distinct and defined roles as part of their project execution and implementation teams, including the Program Coordinator and other staff, defer to the senior institutional leads, without certainty of whether they are on the FSC. The FSC requires better definition and an updated scope of work focused on the Project should be communicated to stakeholders. By contrast, the PAC and its functions are well documented.

IUCN and UNEP experienced turnover of key staff, which caused inconsistency of execution as cited by

It is generally recognized as a strong suit of other GEF Program management structures. On the positive side, the IAs perform this function to a degree within their Child Projects with cross-cooperation between each other indicating that the process does not necessarily need to be centralized. Going forward, this should not be viewed as a weakness, rather as an opportunity. fl i é s h e t

C32 Project Implementation by Executing Partners

The previous section defined the results at MIEF for each outcome and the efficiency with which the results were obtained. In this category, evaluators probed the qualitative aspects of how the results were obtained.

Each IA is also an executing partner. Each is an expert in their corresponding thematic area related to their respective components. Therefore, the agencies selected for execution of the components are effective. Each produced and shared products with each other and maintained dynamic relationships. For example, FAO assists and promotes UNP/B's Restoration Factory, etc. Each brings to the table highly qualified professionals in their areas of endeavor. Those professionals have established productive and effective relationships with each other and with the NDGs. These relationships were fluid, without bureaucratic interference and focused on solving problems or making improvements. p r o f r B a n k c c

Cumulative general ledger delivery against total approved amount (in Project Document)	Components 1, 2, 3, 4 & PM: 75% \$2,381,325 US out of \$3,519,725 US total approved budget; 81% of total approved budget by the 3rd year of implementation (\$2,959,780 US)
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Implementation progress can be rated as Satisfactory, as implementation is proceeding as planned. Overall, the project is managed well, and risk management is on track, with a delivery rate of 75% as shown in Figure No 6. The performance rating is further justified considering that the project started Q3 instead of Q1 FY2018 by December 31st, 2021, and the total budget executed at the end of 2021 (Year 3)

Budget Categories	All Years
	Budget EMC
Project Personnel, International Consultants	73,125
Project Finance & Admin Support	80,731
Travel	13,750
Workshops, events, and training	C
Printing and AV materials	C
External evaluations	C
Total	167,606
2018-2021 Actuals	EMC
Actual Expenditure	153,805
Balance	13,801

Table 8 Project Management Expenditures

C35 Oversight

As mentioned in the previous section, the PSC provides oversight to the IA on matters related to child projects. Per the approved GF Project documents, IUCN is responsible for Program level oversight. IUCN, the implementing agency, has an oversight team. Each IA, all qualified GF agencies, have established monitoring and evaluation and oversight capabilities to differing levels of sophistication. In all cases, there are layers of oversight ranging from project consultants to area/geographic managers, technical advisors, and project directors. KIs at the national level confirmed their interactions and appreciation for these different layers and, in several cases, requested more contact. At the IA level, KIs were able to discuss in detail events relating to each of their child projects and often from many different people in the organization with different roles. There is full engagement with both the TR child project and the NCP in the portfolio. Evaluators confirmed that each institution also files an oversight report from missions. The results or lessons learned are available at [http://www.gf.org/Portals/0/IB](#)

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C36 Project Finance and Co-Financing

IUN and partners have successfully and efficiently deployed the Project's finances. The total value of the project was \$7,419,725 US at CEO endorsement: \$3,519,725 US in GF financing and \$3,900,000 US in Co-financing. At the Midterm Review, the total project value remains the same, with no new co-financing.

Project Components (in \$)	GF Project Financing	Confirmed Co-financing	Total Costs
Component 1: TRI Coordination and Adaptive Management	833,800	190,000	1,023,800
Component 2: Capture and Dissemination of Best Practices and Institutional Capacity Building	1,019,333	1,085,000	2,104,333
Component 3: Mobilizing Domestic and External Funding for			

The following table shows the Global Child Project actual Co finance amount contributed at stage of MIR

GLOBAL CHILD PROJECT CO FINANCING

Name of co financier	Type of co financing*	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
FAO	In kind	750,000	607,500	81%
LCN	In kind *	1,560,000	1,263,600	81%

Some of the delays occurred regarding execution of national child projects - related to security risks due to ongoing sociopolitical crisis in Myanmar; Cameroon, DRC, Guinea Bissau

	projects from ongoing Covid pandemic			
	Some of the delays occurred also regarding execution of national child projects- that also related to security risks due to ongoing socio political crisis in several TRI countries - Myanmar, Cameroon, DRC, Guinea Bissau	Moderate	Moderate	Moderate
	Low bandwidth or limited access to internet	Moderate	Moderate	High
	Overload with too much information	Low	Low	Low
	Zoom fatigue	Low	Low	Moderate

The Global Child Project manager and team identified and implemented a management response to an unforeseen risk (COVID 19) which is now not only monitored in the PRs but has a dedicated section to report on Covid 19 impacts and the adaptive responses being taken like everyone, the pandemic caught everyone by surprise. Currently, there are risks that are real, such as non-participation, that are identified and will not deal as a surprise blow to the project if they materialize.

Recommendations

Keep and update a Risk Register on an annual basis

Report Risks on a semi-annual basis (in the Project Progress Report) to be shared with It e o

There is no evidence of knowledge products on gender integration into HRM or data (on beneficiaries or participants). Indicators and data are not disaggregated by gender in HRs. Only TRI Program CORE Indicator #5 r

D SUSTAINABILITY

investments. In doing so, the objective of strengthening resiliency to anticipated climate impacts will be embedded into all restoration planning and investments, using a systems level landscape approach informed by the RAPA framework.

Environmental sustainability is likely (1)

Table 14 Sustainability Ratings

E

The Project's Strategy is Relevant to international and national priorities and is coherent with best understanding to the articulated barriers. The Project does not address barriers to inter-agency project management. The Project's design is relevant to the justification and to the barriers provided.

When analyzed vertically, the Project's Architecture demonstrates adequate cause and effect logic, which is complete. The outcomes as designed are achievable, they are producing the desired results and are likely to produce the desired EOP results. Modifications to the Project's architecture are not warranted.

Project's design is problematic when analyzed horizontally. The horizontal Integrity between Outcomes/outputs, Indicators, MOAs and Targets is often misaligned due to indicators that are misaligned with intended results, over-reliance on structural indicators versus process indicators, MOAs not aligned with indicators, targets not aligned with indicators, etc. This results in lower scores and an under-representation of important work completed, such as, for example, in outcome 32. The indicators as defined cause difficulty for monitoring and evaluation and may not completely inform management decision-making within a timescale that enables adaptations. Corrective actions are needed to improve the validity of the indicators and the integrity of the MOAs and targets.

The design of the Project's Management arrangements underestimated the Management energy required for simultaneous Project and Program level management. Consequently, the cost of maintaining full-time staff persons in key positions was under-budgeted impacting management functions such as the upstream and downstream flow of information, development of smart information systems, long-term maintenance of strong relationships with Child Projects (creating synergies) etc. More attention needs to be paid to the maintenance of critical management functions.

Progress Towards Outcomes

forum/Dgroups is widely appreciated by IAs and effective in fostering knowledge acquisition as are webinars and training materials provided by all IAs through these platforms. These factors were assets in mitigating the effects of COVID enabling digital options for TRI and supporting the sustainability of HR efforts.

TRI's effort to achieve a sustainable financing model in support of HM through Component 3 UNPH has achieved a 90% rating in developing and testing a process (The Restoration Factory) to identify bankable situations within HR. Through beta testing UNPH uncovered significant capacity gaps in the ability of the National counterparts to apply the various

(10) Develop a collaborative relationship between the GCU and the Child Projects. Respond to the need to have international level facilitation seeking opportunities for development of new projects and staff. This requires developing deeper personal relationships than already exist. This type of action will also support the sustainability of the TRIPogam

(11) GCU Risk Management:

a)

1= Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Table 1.2: Implementation/Oversight and Execution Ratings Scale

For ratings of Progress towards Results, several scales are used. The Development Objective Rating presented in Table 1.4 ranks the progress of an outcome based on the indicators as presented in the Results framework. The Implementation Progress Ranking illustrated in Table 1.5 ranks the progress towards achievement based on the annual work plans. The Ranking of effectiveness uses both rankings to summarize progress and the likelihood of achievement by the TE per the Traffic Light scale in Table 1.6. The following Outcome Ranking Scale is also used for Efficiency (yield of the outputs per budgeted resources) and for Relevance as defined above.

Rating	Description
6= Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5= Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings

supported countries

To what extent has the project design considered and incorporated

Lessons learnt from other relevant projects

Identification and adequate mitigation and management measures of environmental and social risks

Relevant gender issues and considerations

Are there any changes that need to be made to the IRI Global Child project to ensure its continued relevance to IRI national projects, and possibly make it more relevant?

Progress towards Results

To what extent is the Global Child Project progressing towards the delivery of its outputs, outcomes and objectives⁵⁰? In particular, the MIR should assess the Global Child Project's progress and trends towards

Promoting good practices for program level coordination, planning, implementation of HR, adaptive management and effective monitoring across all IRI child projects

Facilitating synergies among the national child projects

The timely provision of technical support to national child projects

Consolidating and sharing HR knowledge generated across all IRI child projects

Supporting engagement with key decision makers to facilitate the establish

review report: The link between review questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the review findings. Conclusion and recommendations should be underpinned by a strong set of evidence. The review team should ensure that the sample of project stakeholders consulted equitably represent the various possible perspectives, including in terms of gender balance.

- 7 Safeguards** assessment of the quality of stakeholder engagement, changes in risks and compliance with approved safeguard mechanisms and the need for additional safeguards and the grievance mechanism
- 8 Project Implementation and Adaptive Management**: An analysis of the technical and financial execution of the outputs, oversight, and the M&E functions and Project Management budget execution informed an analysis and ranking of Effectiveness and Efficiency respectively. In addition, evaluator assessed the Project Management functions, e.g. Project planning, monitoring and reporting and determine quality of the management experience and effects on achieving project outputs in a timely and cost-effective manner.
- 9 Sustainability**: the financial, institutional, sociopolitical and environmental risks to sustaining long-term project results focused on the programme and global levels
- 10 Project Governance**: the effectiveness of the management mobility, governance, decision making and value added to the Child Projects. This included an assessment of the effectiveness of the relationships between Implementing agencies and executing agencies, changes in administration and related effects
- 11. Lessons learned, Conclusions and Recommendations** to format discussion by management and if applicable, to guide future adaptations and project execution

Evaluation Methodology

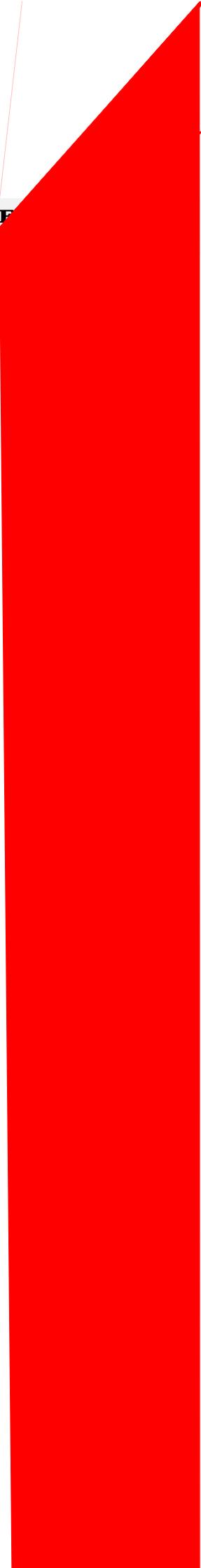
and cross-referenced with the project context sections of related projects. The Theory of Change and the continued relevance of project activities in producing the desired outputs and outcomes within the context of the project's logic is analyzed. Any assumptions not identified during the formulation stage

Annex 5 Evaluation Matrix

Evaluative Criteria Questions	Indicators	Best Sources of Info	Methodology
Project Strategy: How appropriate and relevant are the Global Child project strategy, design and intervention logic in terms of its objectives and anticipated outcomes?			
Is the project strategy fit for purpose to promote a successful program level coordination, effective monitoring and learning and adaptive management across all TR child projects?	Level of Engagement Level of Achievement of component 1	PRODOC, CEO endorsement, HD HRs, Program Progress Reports, PAC and ISC recommendation Reports	Document review Key Stakeholder Interviews
Is the project strategy fit for purpose to successfully capture, facilitate, and disseminate project learning experiences and relevant information?	Level of Achievement of Component 2	PRODOC, CEO endorsement, HD HRs, Program Progress Reports, PAC and ISC recommendation Reports Knowledge Products and Tools Knowledge Sharing Workshops and Webinars reports	Document review Key Stakeholder Interviews TR Website research Dgroups TR Online Community Library
Is the project strategy fit for purpose to deliver effective technical support as needed to national child projects across the component workstreams?	Level of Satisfaction at National Child Project level	PRODOC, CEO endorsement, HD MLR framework results HRs, Program Progress Reports	Document Reviews Key Stakeholder Interviews
Is the project strategy fit for purpose to facilitate South-South partnership among the national	in		10

Evaluative Criteria Questions	Indicators	Best Sources of Info	Methodology
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Evaluative Criteria Questions	Indicators	
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Evaluative Criteria Questions	
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Evaluative Criteria Questions	Indicators	Best Sources of Info	Methodology
Are the Monitoring Evaluation and Learning (MEL) framework and related tools developed by the Global Child Project adequate and effective?	Level of target achievement vs budgeted execution (by core indicator)	PRs Program Progress Reports MEL Framework	Documentation Review Key Stakeholder Interviews
In what ways has the Covid 19 pandemic impacted the Global Child project progress (delays, cancellation, etc)? Given impacts from Covid	Timeline variations	Budget expenses by quarter and by component	Budget Execution Analysis



Evaluative Criteria Questions	Indicators	
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Evaluative Criteria Questions	Indicators	Best Sources of Info	Methodology
<p>Did the project contribute to advancing gender equality and women's empowerment? To what extent?</p>	<p>Learning on gender mainstreaming through the TRI program as it relates HR (as measured by # of project documents, publications, training materials and presentations that include a discussion of gender issues).</p>	<p>Project documentation, relevant stakeholders</p>	<p>Desk review KIs (and FGDs if relevant).</p>

Annex 6 MIE Documents Reviewed and Sources Consulted

Number	Document	Status	Comments Received
1	PI	Not applicable	As Project is a child Project, Project concept (PI) was not utilized. There is a description of Global Coordination Project in PED.
2	Initiation Plan summary Report		Summary Report uploaded.
3	Approved Final Project Document with all annexes and the TRM Program Framework (PF)		
4	Any modified or updated Results Frameworks, etc. and approval documentation if applicable.		Please look in the most recent Global Child PR and Results Framework reporting for any modifications to TRM Global activities. Global Child Project does not have a separate results framework as national child Projects that have direct activity. Ci

**9 Project Inception Workshop
Report and .ppt**

**Workshop report with ppt slides
embedded uploaded**

17	Financial data, including actual expenditures by project components and outcomes, by month or by quarter, including management costs	Incomplete Information consolidated upto Q2 2020- does not include UNP expenses - EMC not provided	FAO and UNP colleagues would have Budget information for their respective components
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Annex 7. Key Informant Interviews and Focus Group Meetings

Implemented Agenda for MIR

Participants: IUCN, FAO, UNEP, GEF Focal Point, representative Stakeholders from components, safeguards, and project management perspectives

Gauge levels of inputs

Determine the need for additional eval

Obtain multiple perspectives on project execution

Listen to Gains, Concerns, Opportunities, and Risks

14
Apr 22

27 Apr 22	Horibet Mbolela Iupongo	TRIDRC	FAO Coordinator Bukavu
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28
Apr 22 **Faustine Zoveda** **TRISP** **IA Task Manager**

Annex 8 Semi-structured Interview Guide

Focus Group Interview Guide for Mid Term Review (MTR) with Key Stakeholders Project:

[Note: The following is a guide to Key Questions. Prior to each interview, depending on the KII, select 2 to 3 questions from the appropriate sections. The responses will be recorded in a master. Follow on interviews can be scheduled to add or dig deeper into the responses.]

Interview Date		
Participants Names	Organization	Role

- 2 What benefits have you obtained by working in coordination with the other agency partners? What is working? What could be done better?**
- 3 How do you characterize the communication with the steering committees? Are you receiving useful guidance or information? [Ask the same question for upstream communication].**
- 4 Is the steering committee receiving the right information to make decisions about the project?**

Oversight

- 1 Did the project have enough human and technical staff and resources to achieve the results? Were there any setbacks due to shortcomings in this regard?**
- 2 Do you think that the structure and organization of the Project were adequate to facilitate the execution of the project? Any opportunities for improvement?**
- 3 How has the project created safe and supportive spaces that help the IRI to “fail early in order to learn quickly”? Concretely, what has failed and is it easy to talk about it?**
- 4 Has there been any substantial change in the project between its implementation (staff turnover)?**
- 5 To what extent has the PAC helped guide and provided oversight of the Global project?**
- 6 Do you understand that Covid 19 affected the project in general? What measures were taken to adapt to the impact of the pandemic?**
- 7 On a scale of 1 to 5, being 5 EXCELLENT, how do you assess the coordination between the different committees of the Project? How has the coordination between actors been? Can it be improved?**
- 8 How is the Global Knowledge Platform providing value in your work? Were the Global Child needs of IRI taken into account?**
- 9 What adaptive management method is working for you? Can you share some examples of adaptive management stories within IRI?**
- 10 Is the Project financial reporting and planning allowing management to make informed decisions regarding the budget and allow for timely flow of funds?**
- 11 Is co-financing being used strategically to help the objectives of the project? Is the Project Team**

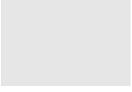
Annex 9 TR Child Project Results Framework

Results Hierarchy	Indicator(s)	Baseline	Mid-term Target(s)	End of Project Target(s)	Means of Verification	Assumptions/
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Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)
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Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
								be provided from GU

Output 1.1.2
Program Advisory Committee (PAC)
established and guiding overall progress



Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
, reported and assessed			review completed	guide Program performance .	assessments			MRE and are receptive to using tools and support from Global Children MRE

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	

**Output
124
Trading
of**

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification	Assumptions/ Risks
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Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
beyond through online learning journeys								opportunities

Output 231: HR GPs are developed and enhanced including expert networks facilitated peer to peer online knowledge sharing fora and continuous interaction opportunities to reinforce targeted and practical learning

Number of people part of the GP

At least 75% of the key

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification	
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Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
es and new knowledge generated by IRI activities								

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification	Assumptions/Risks
--------------------------	---------------------	-----------------	--------------------------	---------------------------------	------------------------------	--------------------------

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	
and partnerships for financing HR in TRL countries								

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification	Assumptions/Risks
--------------------------	---------------------	-----------------	--------------------------	---------------------------------	------------------------------	--------------------------

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Measurement/Verification		Assumptions/Risks
					Source	Freq.	

Results Hierarchy	Indicator(s)	Baseline	Midterm Target(s)	End of Project Target(s)	Means of Verification			Assumptions/Risks
					Source	Frequency	Responsibility	

Annex 10 TRIP Program Results Framework⁵⁸

Program Component 1: Policy Development and Integration TRIP Core Program Indicators are shown in Bold

Outcome	Indicator	Baseline	Targets	Means of Verification
----------------	------------------	-----------------	----------------	------------------------------

Outcome 1.1:
Increased national and subnational commitment to forest and landscape restoration

Outcome 1.2:
National and subnational policy and regulatory frameworks are increasingly supportive of restoration, sustainable land management, maintenance and enhancement of carbon stocks in forest and other land uses, and reduced emissions from

goverment,
privatesector
andlocal
community
actors, both

and diverse ecosystem services in IRI countries	<p>national levels in IRI countries</p> <p>32) Field level support mechanisms for forest landscape management and restoration established/strengthened</p> <p>33) Value of resources (public, private, development partners) flowing into restoration initiatives in IRI countries</p> <p>34) Number of “bankable” restoration projects developed & submitted (according to the scorecard matrix)</p>		<p>32) Field level support mechanisms for forest landscape management and restoration established/strengthened</p> <p>33) \$XX million in funding flowing into restoration and complementary SIM initiatives from diverse sources and innovative mechanisms, compared to baseline (IBD in each country)</p> <p>34) 1-2 number of bankable restoration projects developed in each IRI countries</p>	<p>32) Annual reports, field monitoring reports, joint monitoring missions, pre and post-training participant surveys</p> <p>33) Specific surveys and assessments (during PFG to establish baselines and at end of project to assess results). Excel tracking tool (spreadsheet)</p> <p>34) IRI knowledge and learning portal; Annual reports and excel tracking tool (spreadsheet)</p>
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Program Component 4 Knowledge, Partnerships, Monitoring and Assessment. IRI Core Program Indicators are shown in Bold

Outcome	Indicators	Baseline	Targets	Means of Verification
<p>Outcome-4.1: Increased effectiveness of Program investments among Program stakeholders</p> <p>Outcome-4.2: Improved knowledge of best practices on restoration among key external audiences</p>	<p>4.1) High quality IRI supported South South exchanges that address restoration</p> <p>4.2) Program monitoring system successfully developed and supporting implementation and adaptive management of child projects</p>	<p>Restoration to the extent it occurs is generally weak and inadequate in IRI countries and characterized by limited linkages to ongoing restoration efforts in other countries. While a large body of knowledge on IRI best practices exists, it often fails to reach those who need it most, including policymakers, practitioners</p>	<p>4.1) Presentation of Annual high quality IRI-supported Annual Knowledge and Learning workshop meeting or exceeding participant expectations</p> <p>4.2) Program monitoring system successfully developed and supporting implementation of IRI child projects</p>	<p>4.1) Project reporting participant surveys, meeting reports</p> <p>4.2) Annual, mid term, and terminal evaluation of IRI child projects</p> <p>4.3) IRI web based portal; IRI web based portal assess</p>

	<p>43 #of IRI knowledge products developed, disseminated and accessed through relevant knowledge platforms</p>	<p>businesses, and communities in IRI countries. Moreover, the capacity to effectively monitor changes in biodiversity, carbon flux, and other ecosystem services varies widely in IRI countries</p>	<p>43 IRI related best practices and lessons learned published on IRI web portal and shared with environmental and development agencies and organizations</p>	<p>and download metrics</p>
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Annex 11. Analysis of Project Design

The evaluator reviewed the Project's architecture to determine the alignment of the components with the Project objective and to gauge the relevance and cohesiveness of the outputs in achieving the expected outcomes as presented in the project's Results Framework (Annex 9)

The evaluator first outlined all project objectives, outcomes, and outputs from the

Outcome 1.1 has all of the right elements (outputs) which contribute to the desired outcome of improved coordination and Adaptive Management. Unfortunately, the outcome itself and indicators are verbose, not specific and have a very heavy footprint. Indicator 1.1, for example,

do not have a baseline nor qualifying criteria. The second indicator; “.the number of active partners.” is not reliable as a structure indicator. This should be expressed as the change in the number of active partners from X to Y etc. The final indicator mixes different topics and also sets no targets. In this case it would be sufficient to simply state that the desired outcome is _____ . Indicators should be the best one or two observable phenomena that indicate that effective, collaborative (etc) and adaptive management is actually happening. In this case, one structural and one process indicator would suffice. A structural indicator, such as a number of collaborative vol plan approved by the PSC or PAC is

by a GCU. The MDV would be an approved Program Progress Report by the PAC, the target would be 5 (1/yea). The example of an approved PAC Program Progress Report would indicate that the GCU provided several key functions: Coordination of the M&E results, financial analysis, a work plan was in place, and the PAC meeting was coordinated within the expected timeframe. The approval would indicate that a dialogue took place.

practice from other platform type projects that track adaptations in a log on a quarterly or semester basis and report or discuss these in the PSC meetings assuming that a sufficient staff were available (see adaptive management) and a streamlined monitoring approach devised

MRE should consider a return to a semester reporting modality seeking more streamlined indicators (as

If existing tools and knowledge resources are repackaged and enhanced (Output 21.1), then there will be improved actionable knowledge on HR. The baseline indicated that the existing content on HR implementation and monitoring on the ground was not suitable for adoption by the NCPs. The indicator is the number of tools/packages

If the following face-to-face learning events and trainings are produced, then the knowledge gathered and developed under Outcome 21 (packages of tools and knowledge resources) will be disseminated

Output 22.1: 5 Annual Global knowledge sharing and capacity development workshops

Output 22.2: Workshops and trainings on priority HR topics at global and regional levels (two regional events on key HR issues of interest for several countries) are organized

Output 22.3: National-level HR trainings enhanced through expert support

intended results since the number of stakeholders engaged does not reliably indicate an enhanced capacity for mobilizing sustainable finance for HR

Output 3.1.2 Development and delivery of a capacity building program on HR finance for TRI countries
Indicator (a) = A training program on HR finance available; and (b) the number of stakeholders trained in HR finance in TRI countries. The indicators are ok with no need to change. Evaluators suggest improving indicator (b) by declaring the capacity to be developed as the output and indicating a test or survey as the indicator of the presence/absence or grade of development.

Annex 12 Progress Analysis

Level of Achievement at MTR

Component 1

Outcome 1.1: Improved coordination, adaptive management and partnership among program stakeholders and increased effectiveness of Program investments; Enhanced collaboration, replication and upscaling of TRI best

**Maintenance of
active
engagement
with at least 2
key partners**

Project Outputs	Target	Achieved	Percent Achieved
------------------------	---------------	-----------------	-----------------------------

Project Outputs	Target	Achieved	Percent Achieved	Output completion
------------------------	---------------	-----------------	-------------------------	--------------------------

Project Outputs	Target	Achieved	Percent Achieved	Output completion
------------------------	---------------	-----------------	-------------------------	--------------------------

1 of 1 regional workshop organized on HS and HR by FAO and the IUCN team in Beijing from 9th to 13th September 2019 (China, Pakistan and Myanmar)

5 of 6 national trainings (One in DRC and one in CAR) To develop capacity development plans in a participatory manner: One in Sao Tome and Principe And another in CAR, experts from Bioversity support to analyze needs in genetic diversity incorporation into HR And one National workshop in Kenya to train 23 people from several institutions on digital tools for land use assessment

Outcome 23 Improved dissemination of knowledge on HR to project stakeholders and beyond through online learning journeys

Indicator	Baseline	Midterm Target(s)	RPT Target	Achieved	Outcome Achievement	Rationale
Number of people benefiting from knowledge shared online	No online community specific to HR currently exist	3900 people benefiting from knowledge shared online	8000 people benefiting from knowledge shared online	3995	102%	4975 people benefiting from knowledge shared online 1000 based on FAO monitoring framework for the participation in the HR Community of Practices and webinars organized

Despite that there are 395² people benefitting from knowledge shared online which reached the 390 mid-term target, the evaluation team is rating this outcome as Satisfactory because the outputs indicators required two values: number of people and percentage of usefulness. There is no evidence of surveys to assess these percentages.

Findings

Output 2.3.1. The mid-term target is 900 people that are part of the HRCs and at least 75% of the key stakeholders who respond to the Communities' users surveys and feedback forms report that they have found the communities and/or the online knowledge sharing useful for their activities. There are three HRCs established in 2020/2021:

he

Findings

Both Mid-term and End Point targets of 50 stakeholders was exceeded

Output 2.4.1: Dgroups Library: Webinars on FOAMMach2020(4): RDC, Pakistan, Myanmar, GuineaB; Webinar on FGR Nov2020(2) Kenya, Cameroon, Webinar Series 2022(10): China, Kenya(2), Tanzania, Cameroon, CAR, GuineaB, DRC, Pakistan, SIP, 4 countries presented in the World Forestry Congress in May 2022 (Kenya, Pakistan, Congo and China

Documents on knowledge collection and dissemination

2019

**Number of
documents
gathered from the**

The mid-term target of at least 4 countries using the Restoration Factory tool exceed but the training program has not been finalized. The three outputs are on track with 90% of the mid-term targets achieved | To reach LIP the trainings should be finished and implemented. There is no indication on the number of stakeholders trained in HR, so we assume all NCPs are the targeted stakeholders.

Output 3.1.1: was changed to become an online mentoring program aimed at turning TRI projects into attractive investments, rather than just a diagnostic tool. The initial investment into designing and developing the platform has been possible by leveraging UNEP's own resources, to ensure enough TRI funds are available to deal with possible contingencies in the implementation of the e-training program. The program has made significant progress towards strengthening and expanding the pipeline of investment-ready projects through the establishment and deployment of the Restoration Factory. During the MTR implementation, information about the cohort and its impact has been summarized in a presentation that identifies the need for improvement.

Output 3.1.2

Output 322

**Not applicable target for
project Milema One
investment volshopto
be achieved by the end
of**

	carbon stocks in forest and other lands, and reduced emissions from UUCF and agriculture	forest and other lands, and reduced emissions from UUCF and agriculture. At least 2 new additional country commitments to RR by 19 countries		
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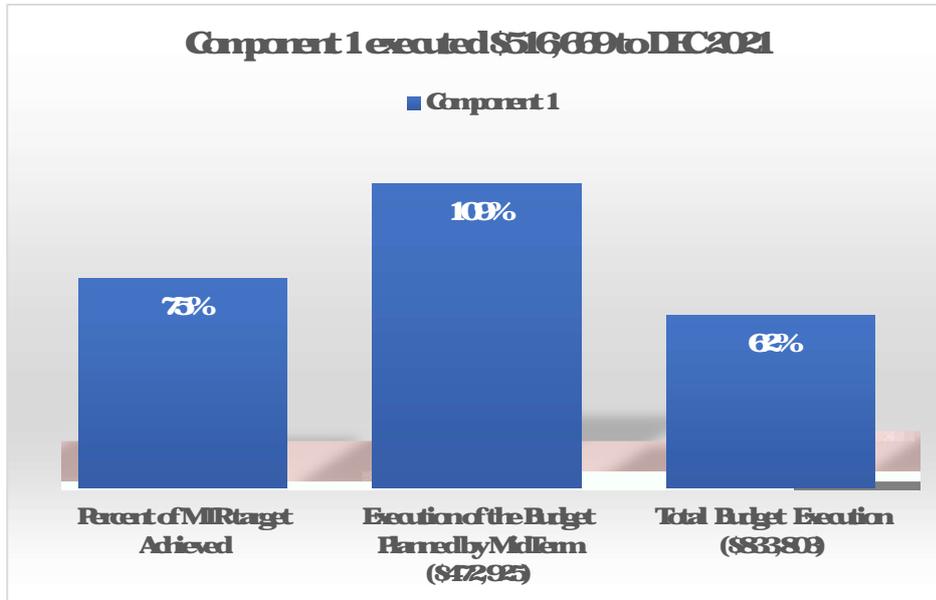
Project Outputs	Target	Achieved	Percent Achieved	Output Completion
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knowledge and capacity at different levels to plan for and manage biodiversity impacts from HR and non-IR

capacity and tools to assess, monitor and plan for impacts to biodiversity from HR and non-IR

Annex 13 Components Quarterly Execution

Component 1 Efficiency



Component 1 Total Budget (at CEO Endorsement)	Planned by Year 3 (Probo)	Executed by December 2021
\$ 833,803	\$ 42,925	\$ 516,669

Covid 19 Impact on Component 1

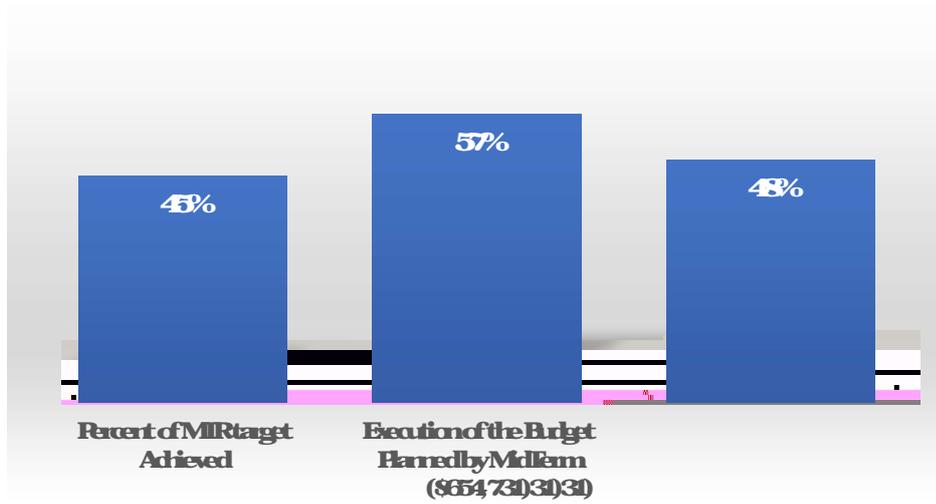


Figure No 3 Component 1 Covid 19 Impact

Component 2 Efficiency

**Component 2 Total Budget
(at CEO Enclosure)**

Component 3 Efficiency



Component 3 Total Budget (at CEO Enclosurement)	Planned by Year 3 (Prodoc)	Executed by December 2021
\$ 824,087	\$ 654,731	\$ 374,810

Covid 19 Impact on Component 3

Annex 14 MRE Activities Plan

Type of MRE Activity	Reporting Frequency	Responsible Parties	MIF Findings
Inception workshop and Report	Workshop held within three months of project start-up Workshop Report no later than one month after workshop	GCU with review by PAC and GF Units of all three Partner Agencies	Evidence of inception workshop and report checked satisfactorily
Design and set-up of Project MRE system in accordance with the Project Results Monitoring Plan including training of staff and equipment/software	As early as possible after Project startup	GCU in consultation and with contributions from FAO and UNE Environment	Evidence of MRE System Checked Satisfactorily
GF Focal Area Trading Tools	(i) at submission of the Request for CEO Endorsement/Approval and (ii) at Project completion	IUCN	Checked satisfactorily
Program Advisory Committee Meetings	Semi-annual	GCU responsible for organizing supporting and documenting meetings. TRI Agency Partners responsible for participation	PAC meetings in 2020 and 2022 PAC meetings frequency is supposed to be semi-annual. There should have been 2 in 2019, 2 in 2020, 2 in 2021 and 2 in 2022



Annex 15 Risk Management

The following table shows the Identified risks to Project implementation and mitigation measures presented in the Project Document.

Risk Category ⁶⁵	Risk description	Rating (H, S, M, L)	Critical mitigation measures undertaken in this reporting period	Risk Owner
Operational	Operational delays continues and problems in sequencing of delivery of global supports to national child projects from ongoing Covid pandemic.		Global child partners were able to implement most of planned Year 3 global support, shifting activities to online for a when possible and adjusting some activities requiring field work (e.g. TRI Program Workshops, in country support meeting local stakeholders).	
Operational	Some of the delays occurred also regarding execution of national child projects - that also related to security risks due to ongoing socio political crisis in several TRI countries - Myanmar; Cameroon, DRC, Guinea Bissau		As the crisis is affecting child project work and delaying partner led activities, some further adjustment of global support will be required going forward	
Political		Moderate	Project teams and implementing partners have identified appropriate risk mitigation measures and are closely monitoring the operating environments going forward in the southwest part of Cameroon that has resulted in the dropping of 1 of 4 project sites; in Guinea Bissau with frequent changes within partnering Ministries and Directorate Generals, as well as the Myanmar where events following a military coup are still unfolding	
			TRI Myanmar project will accelerate implementation of FLR activities thro	

Annex 16 Environmental and Social Safeguards Screening

<p>Have findings during implementation triggered any changes to the risk rating of the individual risk areas and/or standards? If yes, explain the issues and the re-rating</p>	<p>No changes.</p>
<p>Have new E&S risks emerged? If yes, explain the issues and the re-rating</p>	<p>No</p>
<p>List all risk issues that are now rated as high risk (if any)</p>	<p>Zero</p>

Annex 17. Reporting on TRIGee Program Indicators⁶⁶

Indicator #	Indicator	End of Project Target	Achieved at Mid Term Review
1	Number of new or improved policies and regulatory frameworks* adopted that support forest and landscape restoration	50	13

Area of land undergoing restoration (hectares).
Results should be disaggregated into the 4 non overlapping GF sub indicators

2

2

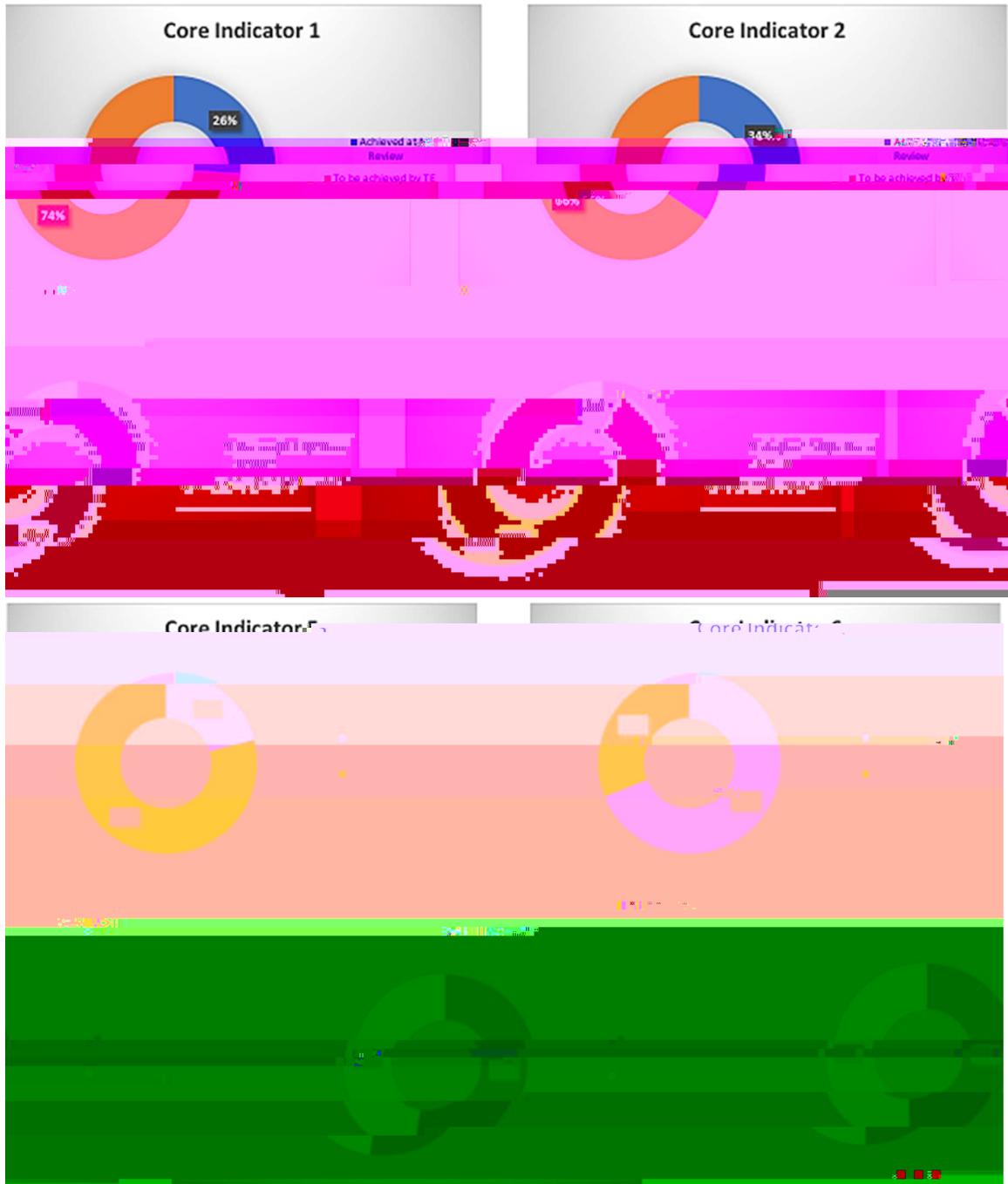
6	Number of cross sectoral government led coordination mechanisms and/or frameworks incorporating and supporting restoration established/strengthened at national and sub national levels in IRL countries	29	20
7	Value of resources (public, private, development partners) flowing into restoration in IRL countries		A tool for tracking Core Indicator 7 is presently under development by UNEP
8	Number of “bankable” restoration projects developed & submitted (according to the scorecard matrix)	30	15
9	Number of IRL knowledge products developed, disseminated and accessed through relevant knowledge platforms	84	44

PROJECT

FUNDING

PROJECT	FUNDING	DURATION	INSTITUTIONAL ARRANGEMENTS	PROJECT COMPONENTS	TARGETS
	\$21 million Co funding		Execution by the Pakistan Ministry of Climate Change	management of dryland forest ecosystems	

Annex 20 Progress to Impact



Annex 21. Audit Trail

To the comments received on 29 July 2022 from the Midterm Review of the Global Learning Finance and Partnerships project under TR, GEF Project ID9522

The following comments were provided to the draft MIR report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

#	Page No / comment location	Institution/ Organization	Comment/Feedback on the MIR draft report	MIR team response and actions
1	Email (27/7)	FAO	Under the communications strategy (Progress towards results > Component 1 > Outcome 1.1), they say it has been 0% completed but something was done at programmatic level. Also, there was a communication plan for the Year in Review	Outcome 1.1 was rated at 88% (Satisfactory). Regarding the communications strategy, this output is estimated at 79% completed in recognition that the strategy was developed and verbal commitment to the process, which is trending upward and is likely

#



#	PageNo / comment location	Institution/ Organization	Comment/FeedbackontheMIRdraft report	MIRteanresponseandactions
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location

#	PageNo / comment locator	Institution/ Organization	Comment/FeedbackontheMIRdraftreport	MIRteamresponseandactions
	Recommendations Table(C4)		productive to continue to develop and successfully deploy the program for entrepreneurs in an increased number of landscapes and countries that could enable further refinement of the tool. This action would also enable a more realistic ranking of the good work and time invested	
37	Page 8 Executive- Table 2 Recommendations Table (D1)	IUCN	This comment is not relevant to the document	

#	PageNo / comment location	Institution/ Organization	Comment/Feedback on the MIR draft report	MIR team response and actions
	Recommendations Table (D-4)		project related information is warranted, even if this	

#	PageNo / comment location	Institution/ Organization	Comment/Feedback on the MIR draft report	MIR team response and actions
46				

PageNo / coment Institution/
location

#	PageNo / comment location	Institution/ Organization	Comment/Feedback on the MIR draft report	MIR team response and actions
			not sure what these new positions are can you specify?	TORs for the positions and have the PSC sign off on these. This can be done via email

60 Page 28 C31, IUN
 aa ! . These are not advised with no trace or audit trail of decisions, diverse points of view, ideas, suggestions or feedback. While evaluators applaud a.

PageNo / coment Institution/
location

#	PageNo / coment location	Institution/ Organization
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#	PageNo / comment location	Institution/ Organization	Comment/Feedback on the MIR draft report	MIR team response and actions
			do you have any example of this you could share?	
71	Page 48 E2 Recommendations	IUCN	Outcome 41 & 42 For Outcome 41, specify in the indicators and targets the amount or type of frameworks intended. Establish the baseline and data elements required to verify the indicator are either missing or not clearly defined.	See the new section E2. See also Table 3 Annex 11 contains the complete analysis of the Project's Results Framework.

72 Page 48 E2 Recommendations

