How inter-institutional networks transform landscapes

Lessons from Latin America on advancing forest landscape restoration

Alejandro A. Imbach and Adriana Vidal

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Executive summary

For forest landscape restoration (FLR) to be sustainable and responsive to multiple developmental and environmental needs, we need dialogue and coordination among sectors, actors and institutions. FLR initiatives involve a web of multiple and diverse stakeholder groups and sectors – such as (sub) national governments, agricultural and forestry companies, research institutions, NGOs, traditional communities, landowners and companies – with diverse and often conflicting interests and priorities. Inter-institutional and inter-sectoral coordination mechanisms (ICMs) are a governance innovation used to achieve effective FLR as they help forge shared visions and improve the way stakeholders, institutions and sectors interact with each other to negotiate and address potential conflicts and synergies.

This study identifies key factors related to the success and impact of ICMs for FLR and presents elements that should be considered when developing new or assessing current ICMs. It does this by using an adapted network evaluation framework, drawing on examples from five ICMs operating at different scales in Espirito Santo in Brazil, Colombia, El Salvador, the Yucatan Peninsula States in Mexico, and Peru.

Our analysis shows that FLR ICMs can and are addressing the coordination challenge. In some cases, they are also increasing gender equity and reinforcing the participation of indigenous peoples and communities. All of this can positively impact the implementation of FLR initiatives, improving their outcomes on the ground and influencing the design of FLR policy instruments.

The success factors for ICMs include:

Network connectivity: The self-determined objectives of FLR ICMs may be specific and targeted or more general, depending on their mandate. Clear objectives are essential to allow the effectiveness of the intervention to be judged and give the ICM legitimacy. FLR ICMs provide support in advising, planning and implementing initiatives meaning that coordination can pursue different purposes but it is vital across the different phases of FLR. The way they do this is key to the value they add. FLR ICMs are influenced in different degrees by the local context and international initiatives, which results in the top-down or bottom-up approach that the ICM might follow for its creation and functioning. ICMs are guided by the restoration objectives that are explicitly or implicitly prioritized, as they will shape the mechanism's mission, objectives, scope, strategies and potential membership. Often the lead sector in an ICM – usually a government agency – tends to offer direction on the restoration interventions to be adopted, which could ultimately limit the perspectives of FLR considered by the ICMs.

FLR ICMs may be formally organised or be informal; both have advantages and disadvantages. Informal organisations are more adaptable, less bureaucratic, and tend to have more members since less commitment is required. However, this lower commitment can slow down implementation, and, with no formal legal mandate, it is more difficult to attract funding. While formalising the arrangement overcomes many of these issues, the increased bureaucracy adds to expenses and might decrease flexibility. Naturally, multiple sectors should be invited to participate in the operation of an ICM, however, in order to convene a diversity of actors the ICM's goals, objectives and expectations should consider that every participant has a particular cost/benefit equation concerning their involvement – it must make sense in order for them to remain engaged.

Network health: Leadership is often offered by an individual entity such as a government ministry with a specific mandate, or shared leadership by individuals committed to the

particular FLR initiative – how strong the leadership is becomes a determinant for the ICM's success. Moreover, technical secretariats that support leadership and operation of the ICM, are essential to maintaining effectiveness and transparency of the ICM by organising and documenting the initiative. The health of the ICM further depends on its membership. Engagement of members, who will actively participate and who represent different sectors, is vital to ongoing success.

ICMs are created at different moments in the FLR 'journey', so they respond to different needs based on the context. Regardless of when they are created, ICMs definitely accelerate or catalyze the progress of FLR. Surprisingly, funding is not the most critical factor behind the health of an ICM –although it is known that funding is important for its ongoing functioning. Its success relies on the diversity and quality of engagement of its membership. More limiting resources include technical knowledge and capacity, power to influence at political and social levels, and the ability to form strategic alliances.

Network results: National or sub-national legal frameworks can affect the way ICMs operate by creating incentives and enforcement measures that encourage actors to participate. For example, ICMs can help private sector actors to understand and comply with relevant laws. They can also provide access to funding streams and tax incentives that might otherwise be unavailable. By working together, actors can reduce their own transaction costs and achieve better, more coherent outcomes.

The findings above illustrate factors that affect the success of an ICM, but how can a successful ICM be implemented? The final section of this report presents a package of tools, principles and guiding questions that can be used to develop new or assess existing ICMs for FLR. These comprise five main stages: (1) Establishing, (2) Launching, (3) Organising, (4) Adapting and improving the ICM, and (5) Transitioning the ICM.

The Bonn Challenge, a global restoration goal, brought FLR to the forefront, demonstrating its ability to address diverse national and international priorities including on climate, biodiversity and sustainable development. How to operationalize and deliver the multiscale and multi-perspective potential of FLR under a landscape approach necessitates digging into governance aspects behind existing FLR efforts such as ICMs. This study offers valuable guidance for governments, technical partners and others engaged in the design and implementation of FLR at scale around the world.

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List of abbreviations and acronyms

AbM	Adaptation-based mitigation
AGERH	State Agency of Water Resources (Espirito Santo)
ASOCARS	Association of Regional Autonomous Corporations and Sustainable Development (Colombia)
ASPY	Agreement for the Sustainability of the Yucatan Peninsula (Mexico)
BANDES	Development Bank of Espirito Santo
CCRC	Climate Change Regional Commission (Yucatan Peninsula)
CESAN	Espirito Santo Sanitation Company
CONAFOR	National Forestry Commission (Mexico)
CONASAV	National Council for Environmental Sustainability and Vulnerability (El Salvador)
CONAVEG	National Commission for the Recovery of Native Vegetation (Brazil)
DNP	National Planning Department (Colombia)
ECLAC	Economic Commission for Latin America and the Caribbean
ENAREDD	National REDD+ National Strategy (Mexico)
EN-REP	National Strategy for the Restoration of Ecosystems and Landscapes (El Salvador)
FAO	Food and Agriculture Organization of the United Nations
FLR	forest landscape restoration
FLRM	Forest and Landscape Restoration Mechanism
GPFLR	The Global Partnership on Forest and Landscape Restoration
ICM	inter-institutional and inter-sectoral coordination mechanisms
IICA	Inter-American Institute for Cooperation on Agriculture
IUCN	International Union for Conservation of Nature
IUCN-ORMACC	IUCN Regional Office for Mexico, Central America and the Caribbean
MAG	Ministry of Agriculture (El Salvador)
MARN	Ministry of Environment (El Salvador)
MINAGRI	Ministry of Agriculture (Peru)

MinAgricultura	Ministry of Agriculture (Colombia)
MINAM	Ministry of Environment (Peru)
MinAmbiente	Ministry of Environment (Colombia)
MinMinas	Ministry of Mining (Colombia)
MinTransporte	Ministry of Transportation (Colombia)
NARR	National Advisory Restoration Roundtable (Colombia)
NRR	National Restoration Roundtable (El Salvador)
PLANAVEG	Plan for the Recovery of Native Vegetation (Brazil)
PNREST	National Plan for the Restoration of Ecosystems and Degraded Lands (Peru)
POMCAS	Plans of Management and Management of Watersheds (Colombia)
PREP	Program for the Restoration of Ecosystems and Landscapes (El Salvador)
RAD Working Group	Working Group for the Recovery of Degraded Areas (Peru)
ROAM	Restoration Opportunities Assessment Methodology
SAGARPA	Secretary of Agriculture, Livestock, Rural Development, Fisheries (Mexico)
SEMARNAT	Secretary of Environment and Natural Resources (Mexico)
SERFOR	National Forest and Wildlife Service (Peru)
SHC	State Hydric Committee (Espirito Santo)
SINAFOR	National Forest and Wildlife Management System (Peru)
SNIFFS	National Forest and Wildlife System Information (Peru)
UNDP	United Nations Development Programme
WRI	World Resources Institute
YP	Yucatan Peninsula (Mexico)

1. Introduction

Forest landscape restoration (FLR) is a Nature-based Solution[1] which focuses on regaining ecological functionality and enhancing human well-being across deforested or degraded landscapes, thus contributing to ensuring ecological, social, climatic and economic benefits from forest and non-forest landscapes. It is about "forests" because it involves increasing the number and/or health of trees in an area, as well as the state and distribution of the trees in the landscape. It is about "landscapes" because it involves entire watersheds, jurisdictions or even countries in which many land uses interact. It is about "restoration" because it involves bringing back the biological productivity of an area in order to achieve any number of benefits for people and the planet. It is "long term" because it requires a multi-year vision of the ecological functions and benefits to human well-being that restoration will produce although tangible deliverables such as jobs, food, and income and carbon sequestration begin to flow right away.[2] Ultimately, FLR is the process of restoring the goods, services and ecological processes that forests can provide at the broader landscape level as opposed to solely promoting increased tree cover at a particular location.[3]

> "Forest landscape restoration (FLR) is the process of restoring the goods, services and ecological processes that forests can provide"

Restoring forest landscapes is being promoted widely as a key solution to the world's deforestation and degradation problems, connected to climate change mitigation and adaptation, for increasing food security and livelihoods for rural communities, improving water availability and soil quality, protecting biodiversity and improving connectivity.[4] Restoring forest landscapes also generates biodiversity gains with growing evidence that greater biodiversity is directly proportional to both the quantity (functions) and general 'stability' (environmental resilience) of ecosystem services.[5] Recent developments have seen FLR become widely recognised as an important means of not only restoring

1 Nature-based Solutions (NbS) are defined by IUCN as "actions to protect, sustainably manage and restore natural or modified ecosystems,that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits".

Cohen-Shacham, E., Janzen, C., Maginnis, S. and Walters, G. (eds.) (2016). *Nature-based solutions to address global societal challenges.* Gland, Switzerland: IUCN. https://doi.org/10.2305/IUCN.CH.2016.13.en

2 International Union for the Conservation of Nature (IUCN) and Water Resources Institute (WRI) (2014). *A guide to the Restoration Opportunities Assessment Methodology (ROAM): Assessing forest landscape restoration opportunities at the national or sub-national level*. Gland, Switzerland: IUCN. https://portals.iucn.org/library/node/44852

3 Maginnis, S. and Jackson, W. (2002). *Restoring Forest Landscapes*. Gland, Switzerland and Cambridge, UK: IUCN. Available at: https://cmsdata.iucn.org/downloads/restoring_forest_landscapes.pdf

4 Mansourian, S. (2016). 'Understanding the Relationship between Governance and Forest Landscape Restoration'. *Conservation and Society* 14(3):267–278. https://doi.org/10.4103/0972-4923.186830

5 Beatty, C.R., Cox, N.A. and Kuzee, M.E. (2018). *Biodiversity guidelines for forest landscape restoration opportunities assessments.* First edition. Gland, Switzerland: IUCN. https://doi.org/10.2305/IUCN.CH.2018.10.en

ecological integrity at scale but also generating additional local-to-global benefits by boosting livelihoods, economies, food and fuel production, water security and climate change adaptation and mitigation.[6]

Given the benefits of restoration, by June 2019, 59 countries, sub-national jurisdictions and organisations had pledged over 170 million hectares to the Bonn Challenge, a worldwide effort to bring 150 million hectares of deforested and degraded land into restoration by 2020 and 350 million hectares by 2030.[7] Regional initiatives in support of the Bonn Challenge include the African Forest Landscape Restoration Initiative (AFR100)[8] and Initiative 20x20 in Latin America and declarations in support of the Bonn Challenge have been adopted in the Mediterranean, Caucasus and Central Asia, East and Southern African and Central African regions. Bonn Challenge Ministerial dialogues have also taken place in Latin America, Africa, Asia and the Central and Caucasus Asia regions. These regional initiatives are platforms that encourage implementation through knowledge sharing, building emerging regional cooperation and increasing common understanding of the contribution of FLR to achieving national as well as international and regional environment and sustainable development priorities.

The establishment by governmental and non-governmental actors of clear and explicit restoration goals has contributed to the scaling up of FLR efforts and the adoption of strategies to restore large areas of degraded lands. However, in order to successfully implement these FLR strategies, aspects of forest landscape governance must be addressed and taken into consideration.[9] Landscapes are intricate social-ecological systems with complex vertical (multi-scale), horizontal (multi-sector) and temporal dimensions, so embarking on FLR efforts at the landscape level will necessarily mean addressing the different dimensions of these systems. Social–ecological systems are complex adaptive systems characterised by feedbacks across multiple interlinked scales that amplify or dampen change. Such dynamics can generate surprises and substantial uncertainty about system behaviour. As interactions between people and ecosystems increase in scale, scope and intensity, understanding the dynamics of social–ecological systems is becoming increasingly important.[10] While practitioners and researchers understand reasonably well many of the technical aspects of forest landscape restoration, they have a much poorer understanding of governance dimensions.[11] Landscape governance dimensions deal with the institutional arrangements, decision-making processes, policy instruments and underlying values in the system by which multiple actors pursue their interests in sustainable food production, biodiversity and ecosystem service conservation and livelihood security in

6 IUCN and WRI (2014). *A Guide to the Restoration Opportunities Assessment Methodology (ROAM): Assessing forest landscape restoration opportunities at the national or sub-national level*. Gland, Switzerland: IUCN. https://portals.iucn.org/library/node/44852

7 To date, 59 governments, companies and organisations have committed to restore over 168 million hectares as part of this initiative.

8 African Forest Landscape Restoration Initiative aims to bring 100 million hectares of degraded landscapes into restoration by 2030, 26 have pledged to restore more than 84 million hectares since the effort was launched in 2015. The initiative is supported by 12 technical partners and nine financial partners. Support includes US$ 1 billion from the World Bank Africa's Climate Business Plan and nearly US$ 500 million from private impact investors.

9 Schweizer, D., Meli, P., Brancalion, P.H.S. and Guariguata, M.R. (2018). *Oportunidades y desafíos para la gobernanza de la restauración del paisaje forestal en América Latina*. Documentos Ocasionales 182. Bogor, Indonesia: CIFOR. https://doi.org/10.17528/cifor/006787

10 Fischer, J. et al. (2015). 'Advancing sustainability through mainstreaming a social–ecological systems perspective'. *Current Opinion in Environmental Sustainability* 14:144–149. https://doi.org/10.1016/j.cosust.2015.06.002

11 Mansourian, S. (2016). 'Understanding the relationship between governance and forest landscape restoration'. *Conservation and Society* 14(3):267–278. https://doi.org/10.4103/0972-4923.186830

multifunctional landscapes.[12] Consequently, landscape governance is a key aspect of producing the enabling conditions whereby large-scale forest restoration can be successfully implemented.

Forest landscape restoration is by its very nature a decentralised undertaking giving rise to challenges of the appropriate nature and scale of the arrangements for coordinating the planning and taking of action. Landscape governance often does not tally with the political-administrative structures of states, because landscapes are usually not incorporated as a formal layer in the political and administrative structures. Instead, landscape governance is captured in a complex web of multi-actor networks, institutions and institutional arrangements, (in) formally constructed across levels and scales, more or less embedded in locally existing livelihood strategies and socially embedded institutional frames.[13] In the Latin America context, the fundamental elements required for harmonised, multi-level landscape governance tend to be scattered, disconnected or absent[14]. These usually are incomplete governance systems composed of multiple – and many times overlapping and competing – policies, laws, norms and institutional mandates. Policy instruments relevant to FLR can be found in national plans, sectoral agendas, national strategies, government programmes, and financial incentives, among others. In some cases, these policy instruments were originally conceived to address particular environmental and social issues including biodiversity loss, desertification, climate change, water provision, livelihoods and well-being, etc., but without necessarily responding to an integrated landscape restoration approach directly or comprehensively. There are also instances

12 Kozar,R., Buck, L.E., Barrow, E.G., Sunderland, T.C.H., Catacutan, D.E., Planicka, C., Hart, A.K. and Willemen, L. (2014). *Toward Viable Landscape Governance Systems: What Works?*. Washington, DC: EcoAgriculture Partners, on behalf of the Landscapes for People, Food, and Nature Initiative.

13 van Oosten, C., Moeliniono, M. And Wiersum, F. (2017). 'From Product to Place—Spatializing governance in a commodified landscape'. *Environmental Management* 62(1):157–169. https://doi.org/10.1007/s00267-017-0883-7

14 Schweizer, D. et al. (2018), *Oportunidades y desafíos para la gobernanza de la restauración del paisaje forestal en América Latina*. Documentos Ocasionales 182. Bogor, Indonesia: CIFOR. https://doi.org/10.17528/cifor/006787

where FLR is the explicit subject of policy instruments that intend to encourage restoration through concerted actions, although key supportive policy instruments and governance functions may not have been developed yet. It is in this complex and sometimes chaotic socio-political fabric in which multi-level and cross-sectoral stakeholders are expected to agree and coordinate their restoration efforts to address the main drivers of deforestation and degradation.

In the past decade, inter-institutional and inter-sectoral coordination mechanisms (ICMs) started to emerge in Latin America aiming to link national and sub-national FLR agendas and actors, shaping and influencing landscape governance for FLR.[15] ICM efforts have revolved mainly around the basic governance principle of coordination, understood as the need for actors involved in natural resource governance to come together around a coherent set of strategies and management practices.[16] The intricacies of addressing the challenges of an adequate and effective governance for FLR are directly connected with the fact that landscape restoration is not a goal, in and of itself, but is a means to achieve existing national developmental agendas which are designed and implemented at the same time over the same landscape. ICMs created with the goal of advancing FLR outcomes are required to encompass, in a coherent and practical way, the concerns and priorities of many sectors and different levels, positioning these ICMs in complex landscape, as shown in Figure 1.

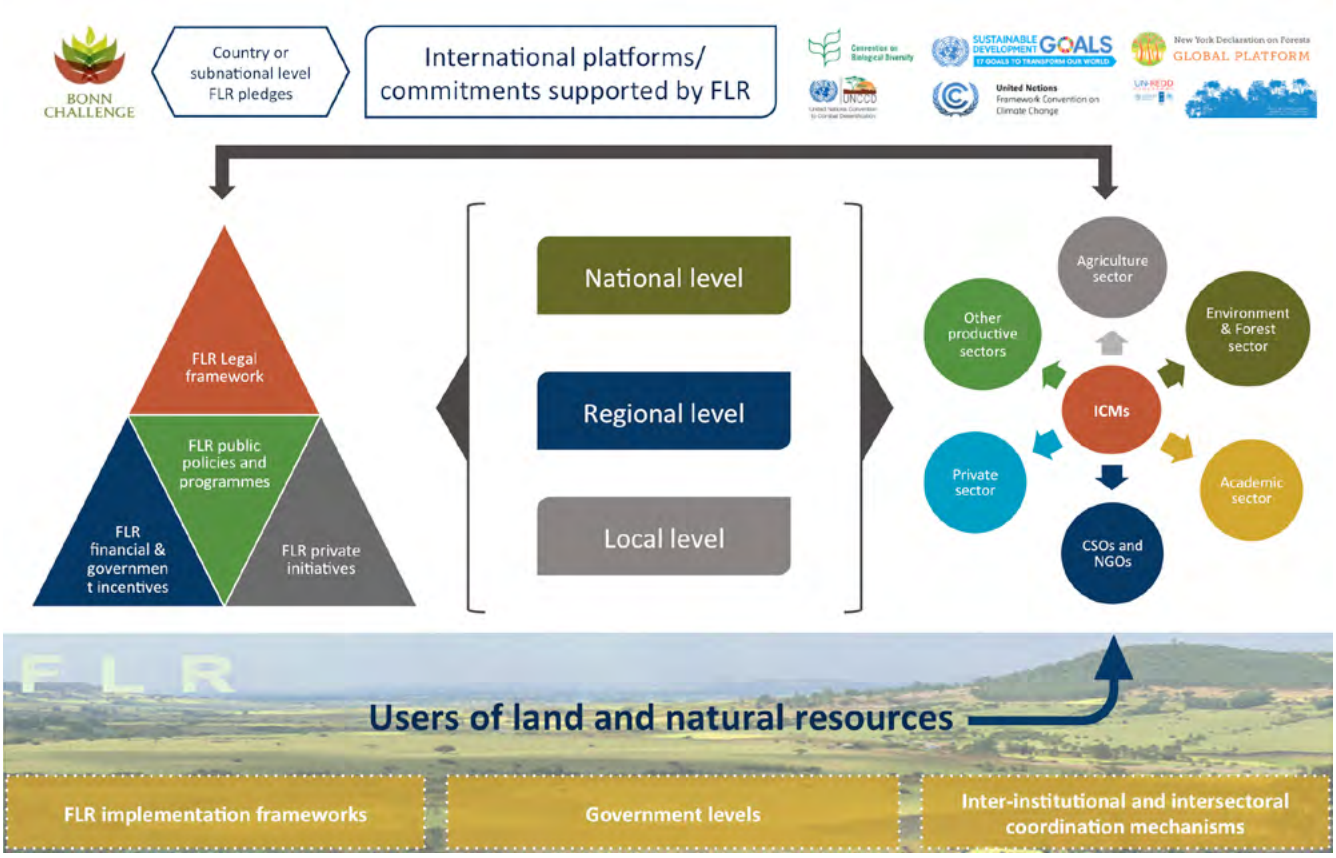

Figure 1. Landscape governance main stakeholders, elements and levels

15 Two well-established FLR ICMs in Latin America are the Guatemala National Forest Landscape Restoration (2013) and the Atlantic Forest Restoration Pact in Brazil (2009).

16 Springer, J. (2016). *Initial Design Document for a Natural Resource Governance Framework*. NRGF Working Paper No. 1. Gland, Switzerland: IUCN and CEESP.

2. Study objective and methodology

2.1 Study objective

The purpose of this study is to contribute to the understanding of emerging FLR ICMs as governance innovations that bring social actors together around shared agendas, joint actions and the coordinated implementation of policy instruments, enabling the successful execution of FLR actions at the landscape, sub-national to the national level. Countries that have advanced FLR agendas have structured their governance arrangements – including their ICMs – in different ways, responding to their own national contexts and to the expected outcomes and priorities that FLR is aiming to contribute to.

This analytical framework is not directed to assessing the achievement or failure of each of the studied ICMs, but instead is directed to the identification of the dimensions and the variables that influenced the pathway of results. The findings therefore highlight elements that are noteworthy to consider across each dimension and how using different options regarding the design, operation and implementation of ICMs can generate different results and different levels of impact.

This study analyses the features, activities and results that ICMs have had in FLR governance and implementation in five national and sub-national FLR jurisdictions: Colombia, El Salvador, Peru, the Yucatan Peninsula States in Mexico and the State of Espirito Santo in Brazil. By assessing the origins, evolution and role of these ICMs in the context of FLR strategies and actions, important lessons can be extracted and shared with the global FLR community of practice. More specifically, the results of this study aim to provide the governments and others planning and implementing their Bonn Challenge pledges with additional knowledge and tools to consider how enhanced inter-institutional and inter-sectoral coordination mechanisms for forest landscape restoration interventions across sectors and scales can improve outcomes.

The underlying hypothesis of this study is that ICMs are essential to successful landscape approaches, such as FLR, because they can help construct a shared vision across different actors (including the non-governmental and private sectors) and address multiple challenges at the landscape level, which influences

“This study analyses the features, activities and results that ICMs have had in FLR governance and implementation in five national and sub-national FLR jurisdictions”


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the process of designing and implementing successful FLR interventions.

For the purpose of this study:

ICM is defined as a formal or informal network of actors that represent multiple institutions (from national or sub-national government, private sector, civil society, international cooperation) from different sectors (environment, forestry, agriculture, livestock, tourism, etc.) that share common interests and are willing to consistently allocate time and resources to coordinate joint actions towards an agreed outcome related to their common values.

A country's FLR journey is understood as a complex, multi-causal process that develops over time, involving multiple actors, actions and outcomes concerned with understanding, adapting, disseminating and implementing an FLR approach in a given national context. Through coordinated (and often uncoordinated) efforts this process combines knowledge generation, awareness raising, fundraising, advocacy, policy making and actions execution to consolidate a landscape-based management approach based on FLR principles.

2.2 Analytical framework

As defined above, ICMs on FLR are formal or informal networks that intend to address complex and interdependent issues for forest and land management. Accordingly, the analytical framework chosen to guide the data collection and data synthesis was the Network Evaluation Framework,[17] which helps in gathering practical knowledge about the collective impact of networks, their challenges and experiences learned, and facilitating adaptive learning for further improvement. This evaluation framework bases a network's assessment on three dimensions that encompass key aspects of its functioning and success: network connectivity, network health and network results.

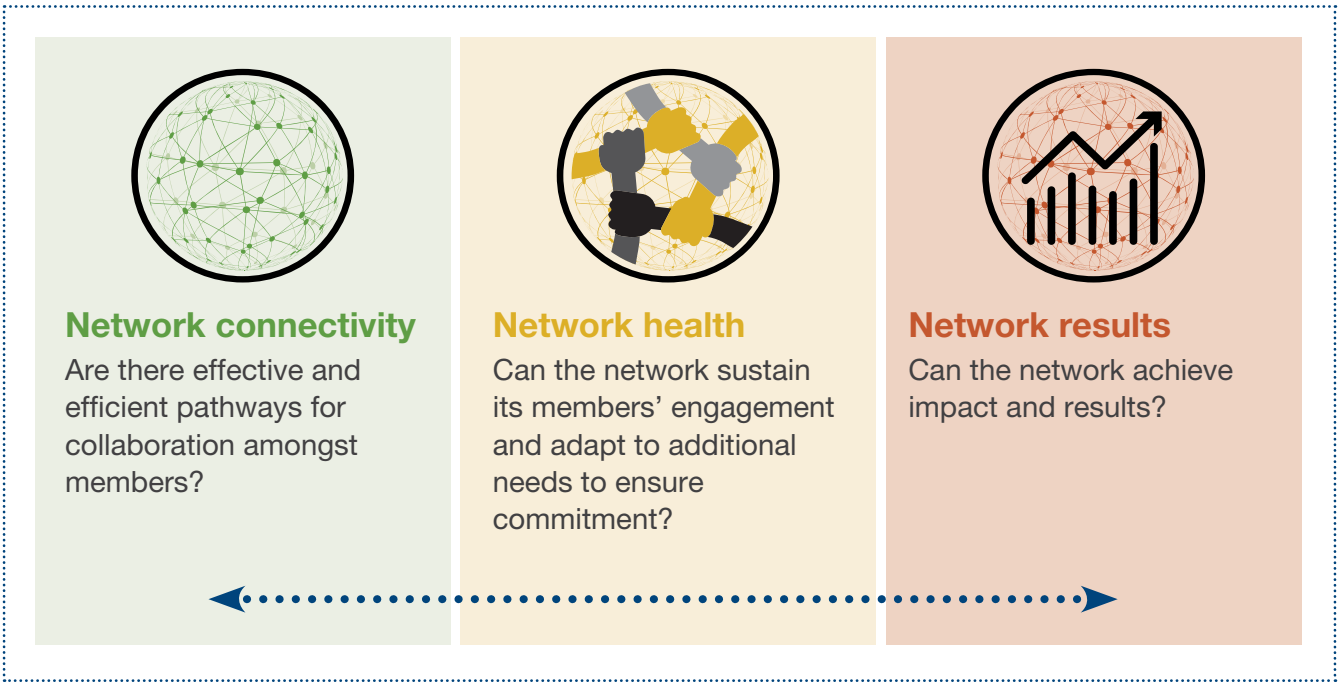


Figure 2. Three dimensions for network evaluation

17 Network Impact and Center for Evaluation Innovation (2014). 'Framing Paper: The State of Network Evaluation'.

The content of this evaluation framework has been adapted to evaluate the ICMs. Figure 3 presents the definitions and components of each of these dimensions in a narrative that responds to the nature of ICMs, based on which the ICMs of El Salvador, the Yucatan Peninsula States, Colombia, Peru and the State of Espirito Santo in Brazil were analysed.

Network connectivity

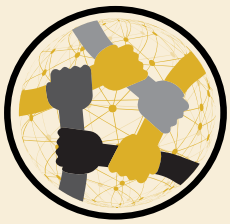
(a) Membership, mission and restoration approach

The people and organisations that participate in a coordination mechanism, what makes members work together and how they interact with each other. This dimension includes the mechanism's mission, objectives, constituents, FLR approach they endorse, how they work together and their involvement with other sectors.

(b) Structure

How connections between members are structured and what flows through those connections, it is about the coordination mechanism internal structure and internal coordination mechanisms.

Network health



(a) Resources

The material resources the coordination mechanism has at its disposal and the resources it has depended on to operate. It includes financial and technical resources.

(b) Infrastructure and operational mechanisms

The systems and structures that support the coordination mechanism relationship with its external context, including the expected roles of members, the decision-making processes in place and the mechanisms for the inclusion of new members.

(c) Advantage and added value

The coordination mechanism capacity for joint value creation and the added value of coming together as a group.

Are these people, financial and technical resources? If so I would add that

Network results

(a) Achieved outcomes

Main results achieved as a coordination mechanism so far in relation with its intended goals and objectives.

(b) Goal, impacts and sustainability

The short-term and mid-term goals the coordination mechanism is after, this dimension also looks into the future challenges, next steps and sustainability.

Figure 3. Three dimensions for network evaluation and its components

The findings resulting from the application of this analytical framework are not directed to provide a critical review of the achievement or failure of these individual ICMs, but instead look into the different experiences from a consistent and comprehensive analytical framework, using a reasoned set of dimensions and variables. The findings highlight elements across each dimension and how applying different solutions to the design, operation and implementation of ICMs have generated different structures, processes, results and expected levels of impact.

Finally, based on the Stages of Network Development[18] shown in Figure 4, a set of guiding questions, examples, tools and principles were designed in order to guide ICMs as they develop or evolve in their different stages. This is connected with the findings formulated from the ICMs analysed in order to ensure that aspects of network connectivity, health and results are taken into account. This information hopes to be useful for existing ICMs, as a stocktake exercise or as a reference for self-assessment and improvement, or for future ICMs as a reference for their design.

2.3 Methodology

The study approach consisted of five distinctive steps as shown in Figure 5:

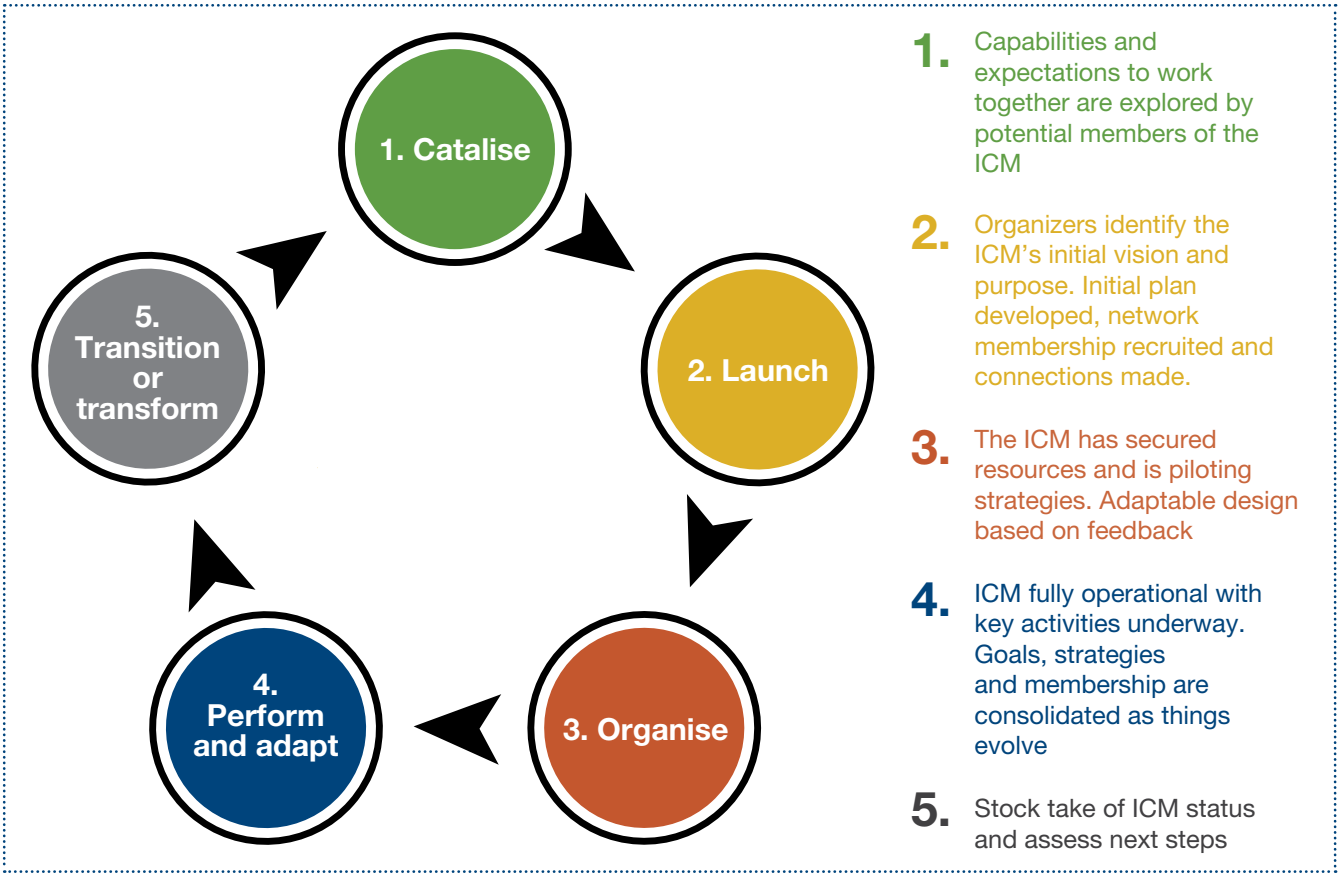


Figure 4. Stages of network development applied to ICMs

18 Network Impact and Center for Evaluation Innovation (2014). 'Framing Paper: The State of Network Evaluation'.

I. Engaging focal points from Initiative 20x20	II. Identification and selection of relevant ICM	III. Characterisation of the selected ICM	IV. Exploring ICM participant perceptions	V. Data analysis and results
In a half-day webinar in Dec 2017, representatives of the selected countries[19] presented key data about their ICMs. Focal points for the study were established.[20]	A first round of 17 open interviews[21] with the study focal points took place at the beginning of 2018 about the FLR context and existing ICMs. 11 ICMs were identified and this list was reduced to 5 ICMs after prioritising.[22]	A second round of 16 semi-structured interviews[23] was carried out to gather detailed information about the selected ICMs. Summarised ICM information was later validated by the interviewees.	A perception survey was completed by 28 interviewees and others connected to the ICMs, to gain information about key factors influencing the effectiveness and impacts of the ICMs.[24]	Collected data was examined against the selected analytical framework and relevant factors to consider in the design and implementation of ICMs were inferred.

Figure 5. Diagram of the methodological steps followed

2.4 Structure of the study results

The detailed information collected for each of the ICMs in Colombia, El Salvador, Peru, the Yucatan Peninsula States in Mexico and the State of Espirito Santo in Brazil is summarised in **Annex 1**, which provides: i) relevant forest and land-use information, ii) the institutional and policy context under which FLR is applied, and iii) a characterisation of the ICM following the three dimensions of network evaluation (i.e. connectivity, health and results), including internal arrangements and functioning, expected role in terms of policy uptake, actors and stakeholders and potential impact on implementation on the ground. When data was available, this information was complemented by perceptions of the ICM's effectiveness and impact from key actors involved in the ICM's inception, take-off and functioning.

Data from Annex 1 was synthesised and analysed in order to identify the different options and decisions that were made as ICMs emerged in terms of design, operation and implementation across the connectivity, health and results dimensions, and how these options generated different scenarios and how progress had taken place regarding the ICMs under study. **Section 3** presents the synthesised information from Annex 1 as well as the list of findings of this analysis – called emerging

19 Mexico, El Salvador, Colombia, Peru, State of Espirito Santo (Brazil).

20 See Annex 2: List of participants at webinar and Annex 3: Webinar participant's guidelines.

21 The selection of the people who were interviewed and surveyed was done following a 'snowball sampling", being the starting point the 20x20 focal points of the countries which ICMs were analysed, as well as the organisations from Initiative 20x20 Steering Committee (WRI, CATIE, CIAT) who provided recommendations and leads for potential interviewees.

22 See Annex 4: Open interview guide and Annex 5: List of interviewees and Annex 6: List of selected ICMs. Prioritisation criteria for selecting relevant ICM for the study were: (a) the coordination mechanisms needed to include at least two or more institutions from two or more sectors (e.g. environment, forestry, agriculture, livestock, tourism, etc.); (b) the focus of the coordination mechanisms needed to revolve primary (or at least significantly) in FLR issues; and (c) the coordination mechanisms needed to operate or have operated within the geographical scope of our study.

23 See Annex 7: Semi-structured interview guide and Annex 5: List of interviewees.

24 See Annex 9: Perception survey for ICM participants.

factors related to ICMs. As the factors are explained, the study discusses the implications of the different options adopted by the ICMs and potential impact. Finally, **Section 4** builds on these factors and suggests how to take them into account when building new ICMs or reviewing existing ones, based on the stages of network development and guiding questions, principles and tools.[25]

25 Network Impact and Center for Evaluation Innovation (2014). 'Framing Paper: The State of Network Evaluation'.

3. Summary and key findings

3.1 Descriptive data from selected ICMs

The following Table 1 summarises the information collected from the five ICMs in El Salvador, Yucatan Peninsula, Colombia, Peru and Espirito Santo. The table starts with a snapshot of quick facts and country-level context, followed by information under the three dimensions of the network evaluation framework. Annex 1 presents the complete ICM profiles for further reference.

Table 1. Snapshot of the ICMs in the five countries/jurisdictions included in the study

	Country	El Salvador	Mexico (Yucatan Peninsula)	Colombia	Peru	Brazil (Espirito Santo State)
QUICK FACTS	**ICM name**	National Restoration Roundtable (NRR)	Yucatan Peninsula Climate Change Regional Commission (CCRC)	National Advisory Restoration Roundtable (NARR)	Working Group for the Recovery of Degraded Areas - (RAD Working Group)	Espirito Santo State Hydric Committee (SHC)
	Created on	January 2017	March 2015	October 2017	September 2015	January 2015
	Scope	National	Sub-national (Yucatan Peninsula)	National	National	State of Espirito Santo
	Legal status	Formal constitution supported by CONASAV's legal statute	Formal constitution with full recognition of the state of Campeche, Quintana Roo and Yucatan	Informal mechanism conveyed by MADS	Formal constitution under SERFOR structure and regulations	Informal working group conveyed by the State Governor
	Current status	Active	Active	Active	Inactive	Active
CONTEXT	**Country's FLR institutional mandate**	Three main institutions: • MAG - Regulates forest use in rural areas. • MARN – Regulates forest management in the protected natural areas and salty wetlands. • Municipalities – Regulates forest management in urban areas.	Forestry sector institutional mandate is distributed among: • SAGARPA - In charge of the productive and commercial uses of forest. • SEMARNAT/ CONAFOR - In charge of the conservation and protection of forests.	• At the national level: Council of Ministers, MinAmbiente, MinAgricultura, Plans of Management and Management of Watersheds. • At the regional level: Regional Autonomous Corporations. • At the local level: Secretariats of the Environment.	• MINAGRI/ SERFOR - drives the national forestry and wildlife sector. • MINAM - forest heritage management. • CONAFOR - articulates public forest management. • Regional environmental commissions - regional and local level coordination.	• Ministry of Agriculture and Ministry of Agrarian Development - mandate over commercial plantations. • Ministry of the Environment - recovery of degraded forests. • CONAVEG – recovery of native vegetation.

	Country	El Salvador	Mexico (Yucatan Peninsula)	Colombia	Peru	Brazil (Espirito Santo State)
CONTEXT	**Legal framework for FLR (or FLR related)**	• National Program for the Restoration of Ecosystems and Landscapes (PREP) • National Strategy for the Restoration of Ecosystems and Landscapes (EN-REP) • National Restoration Action Plan based on AbM	• General Law on Sustainable Forest Development • Law on Ecological Equilibrium and Environmental Protection • Yucatan Peninsula REDD+ Strategy • Yucatan Peninsula Sustainability Agreement (ASPY)	• Decree 1076 of 2015, which brings together the laws that deal with forests, forest plantations and biodiversity. • National Restoration Plan • Compensation Manual (guidelines for restorative actions)	• Forestry and Wildlife Law • National Forestry and Wildlife Policy • National Environmental Policy • National Agrarian Policy • Forests and Climate Change National Strategy	• Forest Code • PLANAVEG
	Restoration commitments	1 million ha to Bonn Challenge through Initiative 20x20	2 million ha by 2030 to Bonn Challenge	1 million ha to Bonn Challenge through Initiative 20x20	3.2 million ha to Bonn Challenge through Initiative 20x20	80,000 ha to Initiative 20x20
CONNECTIVITY	**Membership, mission and restoration approach**	**Mission:** coordinating reforestation initiatives in critical areas of the country.	**Mission**: be a model of sub-national governance on climate change issues.	**Mission**: create a space for interinstitutional dialogue related to restoration.	**Mission**: inter-institutional group that gives cohesion to restoration national efforts.	**Mission**: create short and long-term solution for the State water crisis.
		Restoration approach: FLR as a strategy to reduce vulnerability to climate change.	**Restoration approach:** linked to REDD+ strategy.	**Restoration approach:** landscape restoration based on recovery, rehabilitation and ecological restoration	**Restoration approach:** productive restoration that includes conservation elements.	**Restoration approach:** restoration of native forest in water recharge strategic areas.
		Membership: 30–35 members from ministries, local and international NGOs, international cooperation, private sector and academia.	**Membership**: 3 secretaries of the environment (states of Campeche, Quintana Roo and Yucatan).	**Membership**: launching meeting attended by approximately 50 participants.	**Membership**: composed by MINAGRI, SERFOR, MINAM, INIA, AgroRural, IIAP, FAO, ICRAF among others	**Membership**: 15-18 members from State government bodies.
		Meetings: On average every month at UNDP facilities in San Salvador.	**Meetings**: 1 per year at an itinerant location (one state every year).	**Meetings**: 2 meetings in the first 5 months at IICA's facilities in Bogotá.	**Meetings**: according the need at SERFOR or FAO facilities in Lima.	**Meetings**: based on demand (on average every moth) at seat of the State Government (Palacio Anchieta).
	Structure	Organised around 4 working committees and a coordinating team.	Defined on an official agreement that regulates the CCRC.	To be defined and agreed by its members. 5 committees created thus far.	SERFOR appointed an official institutional coordinator.	Organic/horizontal space that meets by demand of its members.

	Country	El Salvador	Mexico (Yucatan Peninsula)	Colombia	Peru	Brazil (Espirito Santo State)
HEALTH	**Resources**	• Does not have own funds or budget. • Operates based on the in-kind contributions of its members.	• Does not have own funds or budget. • Operates based on the in-kind contributions of its members.	• Does not have own funds or budget. • Operates based on the in-kind contributions of its members.	• Does not have own funds or budget. • Operates based on the in-kind contributions of its members. • For specific events funds from international cooperation were allocated.	• Does not have own funds or budget. Operates based on the in-kind contributions of its members who are all state officials.
	Infrastructure and operational mechanisms	**Convened by:** CONASAV	**Convened by:** Governors of the three states of the Yucatan Peninsula.	**Convened by:** Miambiente	**Convening:** SERFOR	**Convening:** Any of the members can summon a meeting.
		Technical secretariat: was done by UNDP, since 2017 by CONASAV.	**Technical secretariat:** rotate among members, one per year.	**Technical secretariat:** IICA	**Technical secretariat:** SERFOR (FAO on its initial phase)	**Technical secretariat:** assumed by the member that calls for the meeting.
		Decision-making: by consensus.	**Decision-making**: by consensus.	**Decision-making**: To be defined and agreed by its members.	**Decision-making**: by consensus on its initial phase, by SERFOR on the subsequent phase.	**Decision-making**: by consensus (on most cases), final decision taken by the Governor (only if needed).
		New members: welcome to join in at any time.	**New members:** not allowed, CCRC is restricted to its 3 founding members.	**New members:** To be defined and agreed by its members.	**New members:** by SERFOR's invitation.	**New members:** by the Governor's invitation.
	Advantage and added value	• Being a multi-sectoral coordination space in which agreements are taken to jointly implement restoration actions and distribute responsibilities to implement the National FRL Action Plan.	• Provide a forum for reaching inter-state agreements and make cross-cutting on environmental and social issues that affect all three states of the YP. Serve as a great orchestrator of the three States' climate change strategies.	• Create a space of articulation among diverse actors for landscape restoration issues (a recurring request of the sectors). Act as an advisory body for Minambiente in the implementation of the National Restoration Plan.	• Institutionalisation in SERFOR of a national restoration agenda that previously did not exist leading to the participatory design of the PNREST*.	• Generate an effective dialogue among public institutions to coordinate strategic short and long-term actions for the integral management of the water resource in the face of a severe water crisis.

* At the moment of elaboration of this document PNREST was known as PNRAD, National Program for the Recovery of Degraded Areas.

	Country	El Salvador	Mexico (Yucatan Peninsula)	Colombia	Peru	Brazil (Espirito Santo State)
RESULTS	**Achieved outcomes to date**	• Incorporation of actions proposed by the NRR into the "El Salvador Sustainable" Plan. • Design and implementation of the Plantatón 2017.	• Consolidation of a formal inter-state decision-making body regarding climate change and other environmental issues for the YP. • Harmonisation of institutional agendas and actions of the productive and conservation sectors.	• Successful convening of diverse and plural sectors to the ICM launching meeting and the awakening of their interest to become part of this mechanism as permanent members.	• Gathering of all the required technical elements enabling assembly of the PNREST draft document, which also included broad participatory validation processes. Completion of the PNREST final draft in December 2017.	• Creation of new water reservoirs, social communication campaigns for the rational use of the hydric resources. • Formulation of management plans for prioritised watershed.
	Goal, impacts and sustainability	**Goals/impact:** NRR plays a key role in the implementation of the "El Salvador Sustainable" Plan by leading the National Restoration Action Plan.	**Goals/impact:** State institutions 2019 Annual Plans reflect the agreements from the inter-sectoral and interinstitutional dialogue. Progress in the implementation of forest restoration actions linked to the States' REDD+ agenda.	**Goals/impact:** NARR reaches internal agreements about its operating mechanisms and internal structures, which contributes to expanding its constituency to new sectors and the participatory definition of a roadmap for 2018 linked to the implementation of the National Restoration Plan.	**Goals/impact:** RAD working group finalises the PNREST document and lobby for its official endorsement. RAD Working Group reconvenes institutions, organisations and stakeholders from different sectors to launch the implementation of the PNREST.	**Goals/impact:** SHC contributes to increment State's resilience to climate variations.
		Sustainability: Its continuity is not guaranteed. As a result of a potential change in government (El Salvador has presidential elections in 2019) the operation of the NRR could change or disappear.	**Sustainability:** Depends entirely on the political will of the acting Governors and on the follow-up that their teams are willing to give to the agreements made.	**Sustainability:** Given the initial stage the NARR is in, there is not sufficient data at this point to comment on its sustainability.	**Sustainability:** RAD Working Group continuity is not guaranteed beyond political changes in the national context resulting from national elections. Peru's international restoration commitments might give more importance to the FLR country's current efforts, contributing to its continuity over time.	**Sustainability:** SHC was created by an initiative of the current state government whose mandate concludes in December 2018. The continuity of the Committee is not guaranteed in the current institutional setting.

3.2 Emerging factors related to ICMs

Based on the data collected for the five ICMs reviewed in this study and the interviews held with their focal points and participants, some topics or factors related to these mechanisms' progress were identified as particularly decisive in terms of ICM potential impact. This next section provides a summary of those factors, with the intent of illustrating different approaches and solutions that the reviewed ICMs have taken to address key elements of their creation, organisation and operation. For the sake of clarity and consistency, these factors are presented based on the same three dimensions of the Network Evaluation Framework used in Section 3.1 to describe each one of the ICMs (connectivity, health, results). See Figure 6 for a summary of these emerging factors:

Figure 6. Compiled emerging factors per category

3.2.1 Connectivity

C1) FLR ICM self-determined objectives vary from specific to general aspects of FLR coordination, depending on the mandate these mechanisms have assumed in each country: Some coordination mechanisms were created with specific mandates to fulfil, such as moving the national FLR agenda forward, implementing a national restoration policy or helping to solve an environmental crisis (e.g. the Espirito Santo's hydric crisis which led the creation to the Hydric Committee which undertook restoration action as the leading strategy to address the water crisis), whereas other mechanisms may have broader definitions of their purposes (e.g. the Yucatan Peninsula CCRC aims to contribute to State's climate change goals and the sustainability development of the Peninsula). Regardless of what their mandate is, all coordination mechanisms need to be consistent between what they aim to achieve and the appropriateness of their skills, resources and members to deliver those goals. Defining clear objectives from the outset seems to be fundamental to the ICMs focusing, functioning and progressing as this provides the basis for a clear vision which is widely recognised as a core principle for good governance and sets the direction for mobilising action and achieving change.[26] This vision can be further strengthened by keeping ICM actions aligned with their goals and objectives. In the long run, ICM legitimacy will depend greatly on their proven effectiveness.

C2) FLR ICMs have defined different purposes for themselves in accordance with the roles they aspire to fulfil in the FLR national contexts in which they operate; where planning, advising and implementing appear as the most recurrent choices: Given their current level of development some coordination mechanisms are still engaged in the planning phase while others already have the instruments needed to move ahead with the implementation of FLR actions. However, what they considered to be their role in the implementation of those plans varies from one case to the other based on their perception of the context they operate in and what they esteem to be relevant issues to address. Some coordination mechanisms (e.g. the El Salvador National Restoration Roundtable) intend to take the lead in coordinating and engaging with land owners for the actual execution on the restoration actions defined in the National Restoration Strategy and National Restoration Action Plan. Other mechanisms see their role in the implementation phase as supporting or advising government institutions that in concordance with their mandate, will execute the restoration actions and deliver results on the ground as they engage with land owners and communities (this is the case for Colombia's National Advisory Restoration Roundtable and also for the Yucatan Peninsula Climate Change Regional Commission). The ICM's self-defined purpose and how it intends to pursue it (i.e. through planning, advising and/or implementing) is a key issue influencing the (potential or actual) added value that they might provide to their country's landscape governance systems.

C3) FLR ICMs are unique expressions of national/local governance that seem to be shaped by two main forces: local context on natural resources management and global/ international FLR initiatives. Considering their origins and motivations, FLR country processes and the creation of FLR ICMs can be mapped in a spectrum that ranges from pure endogenous-driven by in-country owned restoration initiatives, to linked to the influence of international environmental agendas. In reality it is unlikely to see cases sitting right solely on one of these two extremes; all of them lie somewhere in between them. Some countries may have a more prolific background and experiences on natural resources, watershed or territorial management and for these FLR ICMs may seem like a natural next step on the theoretical and practical evolution in the field of

26 Springer, J. (2016). *Initial Design Document for a Natural Resource Governance Framework*. NRGF Working Paper No. 1. Gland, Switzerland: IUCN and CEESP.

comprehensive landscape governance. In the case of Colombia for instance, their National Restoration Plan was adopted in 2015 after five years of consultation and dialogue and included the creation of their National Advisory Restoration Roundtable (called 'national advisory board' in the Plan) *with the mission to build and sustain agendas of interinstitutional, inter-ministerial, intersectoral and regional work for the implementation of the National Plan of Restoration.* For other countries, the adoption of a FLR approach might have been influenced by international or regional political processes, generating interest for new perspectives to address complex national environmental and social challenges. Peru's pledge to restore 3.2 million hectares to Initiative 20x20 and the Bonn Challenge is seen as having influenced the country's impetus to work on their National Plan of Recovery of Degraded Areas. The extent to which FLR country processes are the result of locally-owned or externally-induced processes tends to be reflected in their governance mechanisms. The more endogenously led initiatives tend to follow a bottom-up approach and lean more towards decentralisation and participatory mechanisms, such as El Salvador National Restoration Roundtable and Espirito Santo's Hydric Committee which were created to tackle specific crisis events connected to natural disasters and water crisis.

C4) FLR ICMs explicitly or implicitly support a specific restoration approach that frames the strategies and purposes that its members perceive as adequate and desirable. Each of the reviewed mechanisms sponsors some form of FLR approach (explicitly or implicitly) based on their understanding of what landscape restoration is. Although technical definitions are not always available or precisely defined at the country level, this seems to be a central issue for the coordination mechanism mission, objectives, scope and potential membership, as the endorsed FLR approach will outline the boundaries for the plausible restoration purposes and strategies that the ICM may pursue. This may have several real-world practical implications related to geographical scope, prioritisation of zones, species selection, available funding sources, strategic partnerships, included and excluded stakeholders, available policy instruments, technical options, etc. Colombia's National Restoration Plan for example, explicitly names three restoration strategies: ecological

restoration, rehabilitation and reclamation of disturbed areas. El Salvador promotes an adaptation-based mitigation approach[27] that combines rehabilitation and recovery actions.[28] Beyond the restoration approach, there is also the underlying purposes of the restoration actions which may vary from the pure conservation of natural resources, to the restoration of ecosystem services for human direct needs (e.g. water supply, soil conservation, prevention of landslides, etc.) to economic/social reasons (e.g. improving livelihoods of poor communities, increasing revenue of the private sector, improving the governance of certain territories, etc.) and combinations of the above options or other specific purposes. In the ICMs analysed, FLR policies are complementary and supportive of existing national or sub-national agendas. For instance, FLR supports the climate change agenda in the Yucatan Peninsula, mitigation-based adaptation in El Salvador, water security in the case of Espirito Santo, forestry production and reduced degradation in Peru, and in Colombia FLR supports productivity and ecosystem services.

C5) FLR ICMs support restoration approaches that seem to be heavily influenced by the sector that leads each mechanism, which is also noticeable in the type of actions that have been prioritised by the ICM so far. This may eventually limit the capacities of ICMs to fully deploy a landscape restoration approach. The majority of coordination mechanisms proclaim to endorse some form of integrated landscape management restoration approach, although when examining their achieved results or proposed next steps, many seem to be concentrating prominently on a single main objective (i.e. productive purposes or conservation purposes) rather than a promoting a comprehensive perspective which responds to the rationale of the FLR approach. The incipient levels of real coordination between the environmental and agricultural sectors observed in these mechanisms can also be an indicative of how well integrated these two perspectives are, which translates into the actual FLR approach endorsed by them at a more practical level. In general, the reviewed coordination mechanisms still carry strong imprints of the sector where they originated from (e.g. the environmental sector in the case of El Salvador, Mexico and Colombia – leaning towards restoration for conservation purposes, and the agricultural sector in the case of Peru – leaning towards productive purposes). This may seem reasonable considering their young age and the fact that integrating diverse perspectives, sometimes even antagonistic, requires dialogue, negotiation and compromise, which besides goodwill and resources also require time – supported by enhancements in capacities to integrated the visions and resources of institutions. ICMs ability to implement a strong and successful landscape restoration approach is closely related to its capacity to build plural and eclectic spaces for dialogue that include all the relevant institutions and sectors -with effective leaders representing them- needed for good landscape governance of the contexts in which they operate. IUCN's Natural Resource Governance Framework (NRGF) identifies the principle of participation as the most frequently recognised principle for good governance of natural resources.[29]

27 Adaptation-based mitigation (AbM) means that "national priorities for adaptation determine the scope, content and selection of climate change mitigation activities" More on this concept can be found in the blog entry 'In El Salvador, Adaptation-Based Mitigation Offers Ambitious Solution for Climate Resilience' on the World Bank's website Available at: http://www.worldbank.org/en/news/feature/2015/12/04/in-el-salvador-adaptation-based-mitigation-offers-ambitious-solution-for-climate-resilience. (Accessed 18 July 2019).

28 The National Strategy for the Restoration of Ecosystems and Landscapes (EN-REP) adopts an intervention model at a landscape scale that includes: the ecological rehabilitation of ecosystems, the recovery of the main ecosystem services and functions, the improvement of livelihoods, the stimulus to the local economies and the strengthening of the capacities of the actors linked to the restoration, all this in a highly participative and inclusive way.

29 Springer, J. (2016). *Initial Design Document for a Natural Resource Governance Framework.* NRGF Working Paper No. 1. Gland, Switzerland: IUCN and CEESP.

C6) FLR ICMs may be constituted as formal or informal spaces, each option entailing certain advantages and disadvantages depending on the ICM mission, purpose and intended objectives. A recurrent issue among the reviewed mechanisms is related to being formally constituted or not. Both options carry advantages and disadvantages depending on what the coordination mechanisms aspirations are. El Salvador and Yucatan Peninsula's ICMs were formally constituted, whereas Colombia's National Advisory Restoration Table, Espirito Santo's Hydric Committee and Peru's RAD are informal groups. Depending on the ICM's mission, objectives and goals, it could be more effective to remain as an informal/organic group (i.e. not supported by a legal status) as this may allow for more adaptability, while in other cases, pursuing a legal status (that supports its plans and decisions and thus makes them binding to some extent) could be the best option. Here's a shortlist of some advantages and disadvantages that may come with each option:

Informal/organic groups	
Advantages • Easier to create in terms of time and effort as they require less bureaucracy. • More members may approach and join in as they perceive that their participation is not binding. • Their internal mechanisms and decision-making processes can be more flexible and adaptable, which may allow them to take advantage of arising opportunities and sudden changes in the context on which they operate.	Disadvantages • Fulfilment of the coordination mechanism agreements depends solely on member commitment, which in some cases may lead to a slower implementation pace. • Decisions taken by the coordination mechanism don't carry the weight that institutional/legal back up could provide • Government institutions could be less prone to engage as they are not mandated by any formal legal instrument to do so, or even if there is a clear political will their engagement might be limited by the lack of a mandate. • Advocacy and lobbying efforts may require more efforts on awareness raising and convincing other actors as they may perceive the type of mechanism as less relevant from a political point of view. • The sustainability of these mechanisms relies significantly on member commitment which may change through time, rendering them more vulnerable to organisational and staff changes. • Restrictions or limitations to receive and manage external funds
Formal groups	
Advantages • Because these coordination mechanisms are backed up by legal or institutional frameworks, they may take advantage of the tools that these frameworks provide in order to move forward with their FLR agendas (e.g. legal arguments, technical capacities, human resources, equipment, infrastructure, etc.) • Decisions and commitments coming from these mechanisms inherit the investiture of the legal/ institutional framework that endorse them.	**Disadvantages** • Some sectors may not want to join in because they might not feel comfortable with the binding nature of the mechanism (which may exist or be assumed that exists) and the potential legal obligations that might result from their participation in it. • Establishing the mechanisms may bring legal/normative challenges for its members depending on their own status (for example deal with their own internal processes to be able to comply and be legally fit to join the ICM). • Formalities inherited from legal apparatus may make this type of mechanisms less flexible and less agile, as they need to comply with the rules and regulations of the legal framework that supports them (for example limiting the possibility to receive and manage funds or establishing partnerships with private sector). • Maintaining the legal status may require some flux of financial resources

C7) FLR ICMs convene a diversity of social actors, each of which finds its own motivation to participate related to the actualisation of certain specific expectations and interests. Depending on the coordination mechanisms goals, objectives and expectations, multiple sectors are being (or should be) invited to participate. For every participant there is a particular cost/benefit equation concerning their involvement that must to make sense to them in order for them to stay. For most of the governmental actors that equation seems to be related with fulfilling their institutional mandate or field of expertise. For the private sector there seem to be various reasons: recognition of their corporate sustainability policies and efforts, looking for workable options to comply with the restoration normative in place, the possibility to seat on the same roundtable with governmental representatives and influence future or current public policies, or just sharing and exchanging their knowledge and experience in order to learn and improve their restoration practices. NGOs and research bodies reasons seem to revolve around their institutional priorities being aligned with the ICMs agenda or that their lines of work and areas of expertise fall within the scope of ICM interests and potential intervention (due mainly to thematic and/or geographical overlap). For instance, Espirito Santo's Hydric Committee convenes only governmental actors as official members, due to the dominantly public agenda pursued by the group; so far there has not been a direct participation of the private sector and representatives of the academy, professors and researchers in the field of water management have participated as guests and advisors in the committee's meetings. Colombia's National Restoration Advisory Table has called for the participation of the public sector but also producers' associations and private companies, probably recognising the relevance of the involvement of the private sector in restoration initiatives.

3.2.2 Health

H1) FLR ICM leadership arrangements are variable and respond to the specificities of their formation process, with individual (centralised) leadership and collegiate (decentralised) leadership being the two most common types. Depending on each country's institutional context, the leadership arrangements of their coordination mechanism varies. Some countries have one ministry as the initial sponsor of the mechanism (e.g. MARN for El Salvador, MINAMBIENTE in Colombia, and SERFOR in Peru) with different levels of involvement from other ministries. Leadership of these mechanisms is prominently exercised by their original sponsors which in some cases are also legally appointed to do so by their institutional mandate. In other experiences, like Mexico and Espirito Santo, FLR coordination mechanisms seem to be the result of particular context specific variables and leadership drives. These last sub-national cases seem to find their origins on the strong support of committed individuals (governors) rather than on institutional mandates. These mechanisms tend to apply rotational or collegiate leadership arrangements where any of the members may be called on to lead the space. Overall, the leadership exercised during the design of the ICMs and for executing the ICMs' mandates has a great influence on the impact of the ICM.

H2) FLR ICM technical secretariats seem to be a basic requirement for self-organisation contributing to their effectiveness and transparency that can be held by one of the members or a third party; some funding (or in-kind contributions) is required for this to happen: All of the reviewed coordination mechanisms have implemented some form of technical secretariat role. In general, this role deals with the basic registry, internal communications and task tracking, such as convening the meetings, preparing and sharing meeting agendas, keeping minutes of the meetings and following up on group agreements. This role is performed by some third-party organisation (e.g. UNDP in El Salvador, IICA in Colombia, FAO in Peru during the RAD Core Group phase) or by one of the coordination mechanism members (e.g. CCRC coordination in the Yucatan Peninsula, SERFOR in Peru during the RAD Working Group Phase). Regardless of who performs this role, some funding or in-kind contribution needs to be

allocated for this purpose. Also, separating membership and leadership roles from technical secretariat functions may come with advantages in terms of performance, transparency and accountability of the coordination mechanism but may require additional resources or the commitment from a third-party organisation with the required skills and resources to perform those functions. In any case, this seems to be a key issue to be addressed as much of the FLR coordination mechanism success rely on how well the technical secretariat work it being done.

H3) FLR ICM inter-institutional and inter-sectoral character is related to capacity to actively engage participants who wish to contribute to the construction and implementation of a common FLR agenda that is consistent with an agreed restoration approach: Inter-institutionality and inter-sectorality do not have an intrinsic value by themselves; they are tools that may become more or less suitable depending on the coordination mechanism goals and objectives. For ICMs, and particularly for those mechanisms that support productive uses in landscapes that involve the public and private sector, interdisciplinarity seems to become almost mandatory as several fields of action, procedures, interests and populations are involved in it. At the most basic level, the environmental, forestry and agricultural sectors may well be considered its foundational pieces, but eventually many more public and private sectors – including communities, landowners and companies – will need to get involved in order to reach an effective level of governance. Assessing the actual interinstitutional or inter-sectoral character of an existing coordination mechanism is not an evident task, as multiple variables and perspectives come into play. A practical (and possible over-simplistic) way of doing it is to look for the number of institutional and sectoral representatives that actively participate in them; this will also require an agreed definition of what "active participation" means, which clearly goes beyond just attending meetings. At a minimum, all ICMs under study involved Ministries from Environment, Agriculture and Forestry, in addition to civil society organisations who were in a position to provide technical advice and support for the formation and operation of the ICM. More inclusive ICMs based on the type of members were in El Salvador and Colombia, which included the participation of regional authorities, producers' associations and the private sector. A more comprehensive tactic could involve mapping ICM participants based on their capacities and expertise and the value each one of them brings to the mechanism. This analysis could be further enriched by contrasting a current ICM's constituency against its intended goals and objectives as a way to identify important gaps (in terms of required skills, capacities and resources) and absences (related to appropriate sectoral and institutional representation).

H4) FLR ICMs can be understood as governance innovations that emerge at certain points in time throughout countries' FLR journeys as a response to the unmet need of having open spaces for coordinating FLR efforts among multiple institutions and sectors. The need to establish an FLR ICM in some countries came as a natural result of the development process of their national FLR agendas. El Salvador for instance began its FLR advocacy journey long before a need for a coordination mechanism was raised. As the FLR approach gained more acceptance and was further integrated in El Salvador's institutions through diverse plans and strategies, the need to harmonise the emerging policies (i.e. FLR, REDD+, rural development, etc.) and coordinate state-led efforts with other actors became much more evident. Additionally, other social actors (e.g. NGOs, private sector, international cooperation, local government, etc.) had also been leading their own FLR initiatives, often with little or no coordination among them. In this context, the convenience of creating a national space where relevant stakeholders could meet, discuss and agree on joint actions under the umbrella of recently approved national restoration plan became almost self-evident. A different approach may be to think of the establishment of national coordination mechanisms as a foundational milestone for a jurisdiction's FLR journey to take off, probably as in the case of Peru's working

group for the recovery of degraded areas, which provided backstopping for the elaboration of the country's national restoration plan. In a way, this approach may seem like a more planned/controlled process, where first a coordination mechanism is summoned and then the design (or validation of) a national restoration strategy begins; although it may not carry the same impetus as having a thriving FLR community already in place. The first approach sees the creation of ICM as a mid-point or end-point from an ongoing and more mature FLR journey (Scenario A from Figure 7), while the second one sees it as a starting point (Scenario B from Figure 7). These approaches are presented as conceptual notions that could help ongoing debates about the timeliness and strategies for creating ICMs as part of national or sub-national governance processes on FLR. It is evident though that inter-institutional and inter-sectoral coordination, in whatever form, format or timing that each country considers most appropriate, is fundamental for the successful evolution of an FLR agenda and effective implementation of restoration actions.

H5) FLR ICMs require several resources to operate, funding being one of them, but not necessarily the most important one. So far, most ICMs have been operating without funding of their own, although often supported by international and local actors to finance some of the operative activities. They depend on their members' time – staff time could be counted as in-kind contribution of the participating organisations – and in some cases on the specific contribution of a third-party organisation that provides technical secretariat services and/or a place to meet. Additional funds could facilitate their work but this is not perceived by the majority of the members as the ICM's most limiting resource. Other resources that are considered as more important for achieving their proposed objectives are: technical knowledge/capacities on restoration, political/social power to influence others and

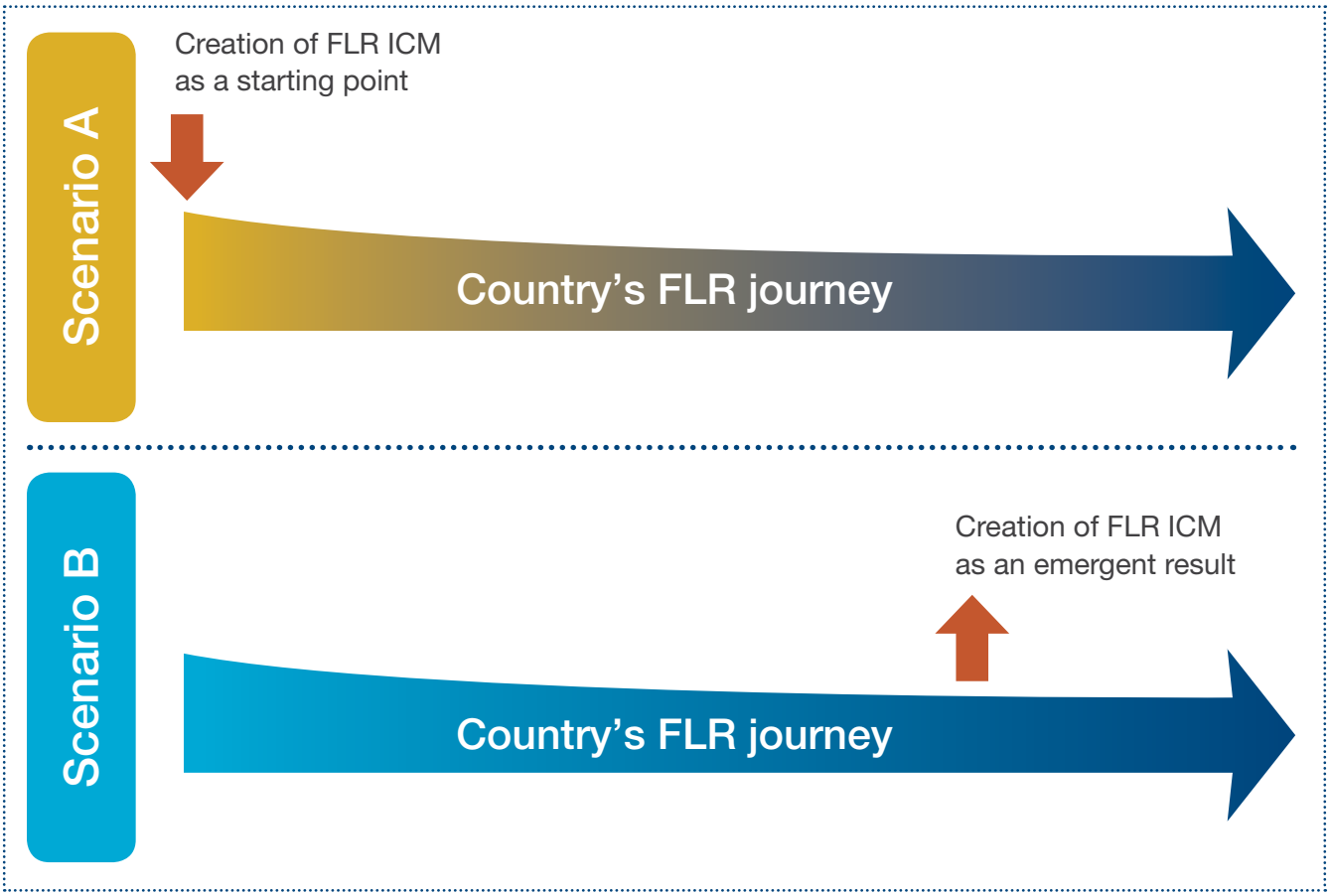


Figure 7. Two possible theoretical scenarios for thinking FLR ICM creation

strategic alliances with key actors and sectors. Funding is perceived as a more relevant resource by ICMs that intend to directly execute or lead restoration actions (e.g. El Salvador National Restoration Roundtable).

3.2.3 Results

R1) The natural resources and land use legal framework of each country has provided unique opportunities to mobilise local/national FLR agendas through the combination of incentive mechanisms and enforcement measures. FLR-related legal frameworks from each country provide important elements to the context in which the coordination mechanisms operate. Countries like Colombia or Brazil, where private owners may be legally bound to recover native vegetation in some parts of their lands as a compensation mechanism for environmental damage, might find it easier to attract private companies to participate in inter-sectoral mechanisms. Compliance with the law can work as an incentive for wanting to better understand the technical and financial options for restoring native vegetation. FLR coordination mechanisms are providing a space for dialogue between private sector and national authorities on those issues. Additionally, institutional frameworks may also provide financial and tax incentives for restoration. Mexico's subsidies programmes for forest and land production is a good example of how inter-institutional coordination mechanisms have added value by providing a dialogue platform where different institutions are harmonising their subsidy plans and prioritised areas, so their individual efforts complement each other's efforts. For example, silvo-pastoral actions sponsored SAGARPA (Secretary of Agriculture) may promote the use of native species recommended by CONAFOR (National Forestry Commission), or a subsidy programme for the production of organic honey (sponsored by the Secretary of Rural Development) may coordinate its actions with an agroforestry programme (sponsored by SAGARPA) so the two of them coincide in the territory, generating a stronger aggregated effect towards restoring forest cover and connectivity.

4. Key issues to consider for the design and operation of FLR ICMs

Based on the data collected through this study and taking into consideration the five stages of network development suggested by the Network Evaluation Framework,[30] this study proposes some key issues to consider when structuring new or examining existing ICMs. Considering the variety of potential outcomes that ICMs may have over FLR governance as a result of their selected design and operational settings, the key issues presented here are not prescriptive but offer suggestions of elements to consider based on the observations of the examples analysed. These key issues arise throughout the five stages of the creation of ICMs (see Figure 8) and this section addresses: (i) what each stage is about; (ii) its purpose; (iii) key connectivity, health and results issues to be addressed; (iv) tools that might help to address key issues; and (v) the overall expected results of each stage.

The purpose of this section is to provide a simple tool for potential participants and practitioners in existing, emerging and future ICMs to themselves reflect upon, analyse and assess what they want to build or reinforce and some considerations about how that can be done. These reflections are limited to what can be distilled from the reviewed experiences and not from deontological deliberations about these mechanisms.

Assessing these ICMs from the "adaptation & improvement" and the "transition or transform" dimensions could inject renewed strength into these ICMs considering that all them are in operation (with exception of Peru) and continue generating impact through their operations.

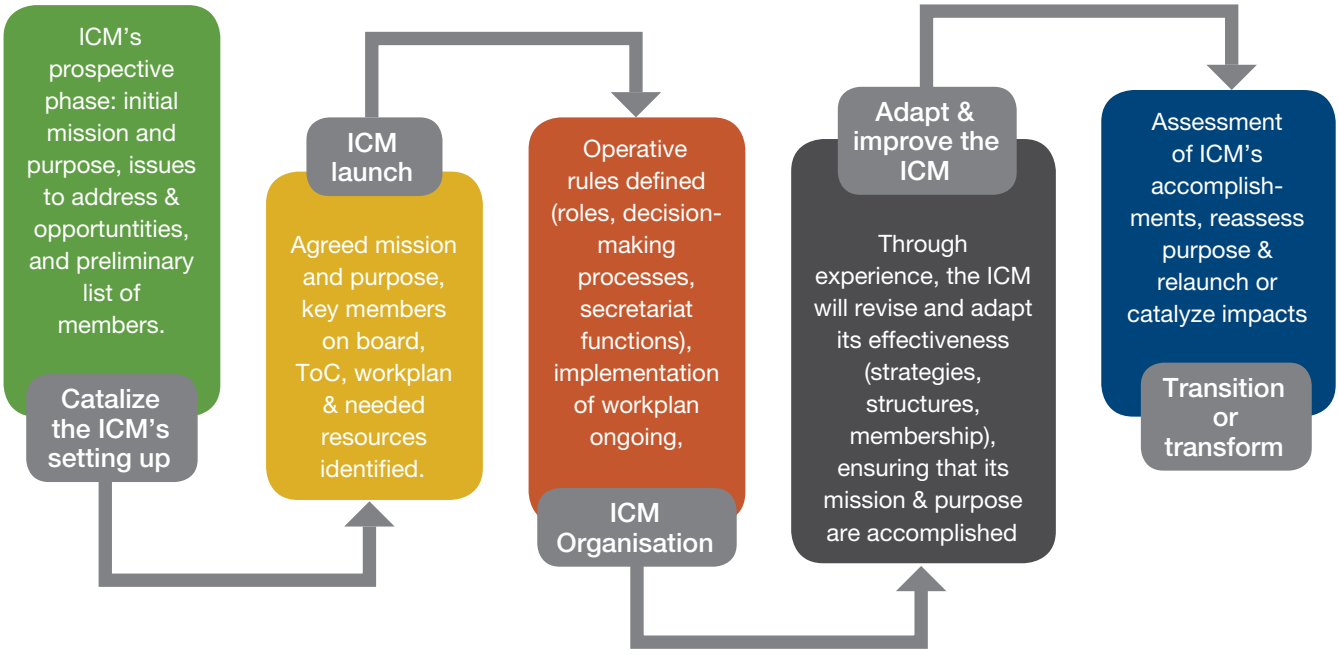


Figure 8. Expected results through the stages of ICM development

30 Network Impact and Center for Evaluation Innovation (2014). 'Framing Paper: The State of Network Evaluation'.

Stage 1 – Catalyse the establishment of the ICM

What is this stage about?

Prior to the ICM's launch, capabilities and expectations to work together are explored and agreed by potential members of the coordination mechanism.

Purpose of the stage

This is the initial stage of development and it can be considered to be the prospective phase in which the main problems, issues and opportunities that the coordination mechanism aims to address are being identified. This phase is commonly led by one organisation that has a strong interest and/or mandate in moving the country's FLR agenda forward. Based on a preliminary definition of the purpose of the ICM, a pre-selection of key stakeholders and potential participants can be completed. At this stage, natural allies for the ICM might be found on the country's previous FLR and natural resources planning and management experiences, for example through processes related to application of the Restoration Opportunities Assessment Methodology (ROAM). Stablishing or strengthening linkages to global or regional FLR initiatives can also help to engage national and local partners by increasing the legitimacy of the new mechanism.

Key connectivity, health and results issues to be addressed in this stage

Connectivity – Membership

Guiding questions

- What are the main problems, issues and opportunities that this ICM aims to address?
- Based on these preliminary considerations, what organisations and institutions could be interested in joining this effort?

Examples of options to consider

- Identify the overlaps and contradictions among governmental institutions to find a strategic niche for the ICM.
- Look for critical gaps/absences in the existing legal framework, policy instruments and/or incentives for restoration initiatives.
- Identify awareness raising and sensitisation needs towards FLR.
- Check the country's compliance with international restoration commitments.
- Identify relevant organisations and institutions for the issues to be addressed based on their:
  - Mission and/or mandate.
  - Available resources.
  - Expertise and skills.
  - Geographical focus.

Health – Advantage

Guiding questions

- What would be the added value that this ICM brings to the current FLR context?
- What is its main expected contribution?
- What institutional gap would this ICM would be filling?
- Are there any potential overlaps (that could be avoided) or synergies (that could be maximised) with existing inter-institutional/ inter-sectoral committees or working groups?

Examples of options to consider

- Look for the missing link or ingredient in the landscape governance scenario that the ICM could contribute to.
- Identify the most strategic way of delivering this contribution: funding actions that no one else is funding, or lobbying for the inclusion of restoration principles in governmental programmes.
- The ICM may promote actions that no one else is doing, or it may orchestrate existing functions that others are already implementing (possibly with little or no coordination among them).
- Review existing environmental committees or working groups that might overlap (or could complement) the ICM intended purpose.

Principles to consider at this stage

- Relevance: ICM focus of interest must be relevant and appropriate for its context.
- Inclusiveness: include as many diverse perspectives as possible in this analysis.
- Uniqueness: the ICM added value and efforts should be unique i.e. avoid potential duplication of efforts with other organisations/institutions.
- Inclusion: talk to organisations that have similar interests and build alliance with them or invite them to join the ICM mission.
- Reality principle: ICM expected contribution should be ambitious enough to inspire others but not to the extent that it is perceived as impossible or unrealistic.

Tools that might help to address key issues

- System mapping of the focus issues, problems and/or opportunities.
- Stakeholder mapping of relevant actors (including governmental institutions, private sector, NGOs, CSOs, academia, among others).
- Interviews and/or focus groups with key stakeholders and potential ICM participants.
- Literature review of successful FLR ICM case studies (e.g. The Pact for the Restoration of the Atlantic Forest, Brazil)[31].
- Personal exchanges with representatives of mature and successful FRL ICM.
- Support from national/international organisations and research institutions with technical expertise in FLR governance (i.e. IUCN, WRI, FAO, UNDP, national research institutes, universities, etc.).

Overall expected results of this stage

By the end of this stage, that can be covered in a short time, the ICM has an initial definition of:

- Issues, problems and/or opportunities the ICM will address.
- A preliminary list of stakeholders and potential members to invite.
- ICM initial mission and purpose.

Stage 2 – Launching the ICM

What is this stage about?

Recruitment of initial membership is initiated. New connections are agreed upon and cultivated. Based on the preliminary definitions of the coordination mechanism's mission and purpose, members develop an initial work plan including work strategies and estimations of the resources needed.

Purpose of the stage

At this stage there is enough clarity about the ICM purpose and mission to invite potential members to join in. This includes not only organisations and institutions that might be naturally interested in being part of the ICM but also the representatives of the sectors that must participate for it to fulfil its mission (i.e. agricultural and environmental national authorities, private sector, academia, CSO, etc.). As the founding group grows, decisions about how they want to operate and be connected need to be taken. A participatory revision and validation of the ICM mission and purpose is recommended to guarantee that the voice of all participants is well represented.

31 http://www.pactomataatlantica.org.br/

Stage 2 – Launching the ICM (continued)

This might require some minor (or even major) adjustments to the preliminary mission and purpose statements in order for all relevant actors to perceive the ICM offers a coordination space that's worth their time and effort. Based on the agreed ICM value propositions initial theory of change and work plan might be drafted. The ICM work plan can be based on the main intervention strategies defined in the theory of change[32] needed to deliver the mechanism's vision. Based on the agreed work plan, estimations of the resources needed for its implementation (i.e. funds, knowledge, skills, political connections, legitimacy, etc.) can be made. An inventory of the members' available resources may also help to precisely identify the missing resources and develop strategies to get them.

Key connectivity, health and results issues to be addressed in this stage

Connectivity – Membership

Guiding questions

- Considering the coordination mechanism's purpose, mission and goals; have all the relevant and required stakeholders been identified? Are there any important absences (i.e. relevant stakeholders not represented) or significant gaps regarding ICM areas of expertise/capacities?
- Is the coordination mechanism purpose and mission defined? Do all members understand them in a similar way?
- How will potential new members be engaged?
- What are the strategic alliances needed to be established with other sectors to implement the proposed action plan?

Examples of options to consider

- Organise a launching event, create a website and other social media resources, personally visit and invite specific stakeholders.
- Based on the needed alliances engage the central government authorities, private sector, academy, international cooperation, research institutes, local governments, others.
- Not everyone has to be a full member, some sectors can participate as advisors, speakers or just observers depending on their expected role.

Connectivity – Structure

Guiding questions

- What would the most suitable constitution status be for this coordination mechanism?
- Based on the agreed purpose and mission, does the coordination mechanism have an initial action plan?

Examples of options to consider

- ICM might be legally constituted, remain as an informal group, or look for other options.
- Six-month or 12-month action plan with clear targets and milestones, or an output oriented short-term action plan may help get the group going (i.e. short-term launching plan like El Salvador's Plantatón initiative) but more importantly it will be instrumental in measuring progress and maintaining motivation as the ICM reaches its targets.

32 Intervention strategies are understood as a broad group of actions to be implemented by the ICM members in order to advance on the agreed mission and objectives (it may include a combination of lobby and advocacy, legal reforms, piloting projects, proposals for legal incentives, awareness raising, fundraising, convening, etc.).

Health – Resources	Results – Interim outcomes
Guiding question • Considering what the coordination mechanism action plan is, does it have the required resources (i.e. human, financial and technical skills) to implement it? • Who else do we need to reach? Who are the key actors that are not represented? • How to build support from key regional/ international players on FLR present in the country to secure resources and increase legitimacy at the (sub)national level for the ICM? **Examples of options to consider** • Develop an inventory of the available resources. • Create a strategy to get the additional resources that are needed or reduce the scope of the initial plan.	**Guiding questions** • Are the coordination mechanism short-term and long-term goals defined? • Are those goals easy to verify and measure?

Principles to consider at this stage

- Participant ownership: members should join the ICM because they share its mission and want to help to realise such mission in the country or jurisdiction under the ICM.
- Strategic enrolment: members invited to participate should bring clear contributions to the ICM that add value in terms of the mechanism's mission.
- Balance in representation: relevant sectors for the mechanism's mission should be equally represented in its constitution.
- Be realistic: the probability of success and feasibility of the proposed action plan should be assessed given the available resources. It is better to start with a simple and achievable plan. ICM delivery will strengthen its legitimacy (internal and external).

Tools that might help to address key issues

- Theory of change for the ICM based on its purpose and mission.
- ICM connectivity mapping.
- Survey of member initial value propositions.
- Inventory of member available resources (i.e. funds, knowledge, skills, political connections, legitimacy, etc.)
- Third party revision of ICM documents (i.e. statement of purpose, theory of change, work plan, budget, etc.)

Overall expected results of this stage

By then end of this stage, the ICM members have agreed on:

- ICM official purpose and mission statements.
- Founding members are appropriate and sufficient to implement the proposed work plan.
- Representatives of relevant sectors for delivering the ICM mission are willing to actively participate.
- Definition of the theory of change, work plan and estimated resources needed for its implementation.

Stage 3 – Organising the ICM

What is this stage about?

The coordination mechanism has secured resources and members; and is piloting its operational strategies and adapting based on feedback.

Purpose of the stage

With its membership formed and connected and resources at its disposal, the ICM is ready to put the final pieces together to launch the implementation of its work plan. At this stage several aspects related to the internal workings of the coordination mechanism need to be defined, such as the member roles, decision-making process, leadership, and inclusion of new members, group meetings and secretariat functions, among others. While there are many possible internal arrangements for any given coordination mechanism, the most important factor seems to be the process for how decisions are taken and how these internal processes are put in place. In general terms, it seems that participatory approaches that include most of participants' expectations tend to foster a level of ownership that inspires members to work together to meet the shared ICM goals. Once the internal processes are defined the ICM is ready to start implementing its initial activities according to the agreed work plan.

Key connectivity, health and results issues to be addressed in this stage

Connectivity – membership

Guiding questions

- Have the members agree on how and where they will work together?
- How will leadership positions be distributed? Will there be rotations? Is leadership linked to specific organisations/ positions?
- What will be the accountability mechanisms within the organisation?

Examples of options to consider

- Define a regular meeting schedule; find a convenient place for all to meet; rotate the meeting place among all members; agree on meeting attendance requirements; enable virtual access to group meetings for those who cannot be there.

Connectivity – Structure

Guiding questions

- How will internal and external communications be handled?
- Are all members able to use and access the selected communication channels?
- Are there clear rules/protocols on how to use the selected communication channels?
- Are the coordination functions clearly defined?
- Is the coordination role assigned to an institution/person that has the required skills and resources?
- Are the technical secretariat functions clearly defined?
- Is the technical secretariat role assigned to an institution/ person that has the required skills and resources?
- Will the mechanism have other working structures?

Examples of options to consider

- Have both formal (phone, email, mail) and informal (WhatsApp or other social media) communication channels; define who can use and access those channels; agree on the frequency and content of what will be communicated.
- Write down terms of reference for the secretariat role.
- Separate the coordination role from secretariat role. This could facilitate the lead organisation's more political role in coordinating the mechanism while the more logistical role sits with another organisation that can contribute with this.
- Organise commissions or working groups that work in parallel on specific assignments and report back to the plenary.

Health – Infrastructure

Guiding questions

- Are the members' roles (rights and duties) defined?
- What will be the decision-making process?
- Is there a predefined procedure for the inclusion of new members?

Examples of options to consider

- Writing down an internal regulations' manual.
- Agree how decisions will be taken: by consensus, by voting (simple majority, qualified majority), vetoing, or external authority criteria.
- A subcommittee can review membership applications and submit a recommendation to the plenary for a final decision.

Principles to consider at this stage

- Keep it simple: put in place the minimum internal processes needed for a light and efficient operation (avoid all unnecessary bureaucracy).
- Flexible design: consider all initial agreements on internal mechanisms as provisional and subject to trial-and-error. Incorporate practices from all sectors represented in the ICM.
- Agree on consequences for broken commitments: for every commitment you make as a group, establish beforehand a reasonable consequence in case someone fails to uphold that particular commitment. Being consistent about endorsing those agreements can help build trust and self-reliance to the ICM as an entity.

Tools that might help to address key issues

- External facilitation of the decision-making processes.
- Interviews and/or focus groups with members.
- Members' satisfaction surveys.
- Literature review of successful ICM case studies.
- Personal exchanges with representatives of mature and successful ICM.
- Follow up of ICM activities/meetings.
- Internal evaluation and review meetings.
- Power relationships mapping.

Overall expected results of this stage

By then end of this stage, the ICM members have decided on:

- Internal processes required for the smooth operation of the coordination mechanism.
- Agreements on how actions are coordinated and communications handled so members can work together to meet shared goals.
- Prioritised activities from the work plan to launch its implementation.

Stage 4 – Adapting and improving the ICM

What is this stage about?

The coordination mechanism is ready and fully operational with key activities underway. Goals, strategies and membership often diversify as members seek and propose different kinds of results for the coordination mechanism.

Purpose of the stage

At this stage, the ICM is fully operational/functional; its work plan is being implemented and as the outputs and outcomes start to be delivered, the attention of new sectors and organisations is awakened. This opens up for new opportunities of collaboration to further expand the ICM actions to move its mission and purpose forward. Initial strategies and structures are reviewed and improved based on the results of constant monitoring of their performance and effectiveness. As more resources are channelled through the ICM, its strategies diversify while gaining consistency with the coordination mechanism key value propositions. Members put together a sustainability plan to guarantee the continuous operation of the ICM over time.

Key connectivity, health and results issues to be addressed in this stage

Connectivity – Membership

Guiding question

- How consistent is the members' participation?

Examples of options to consider

- Measure consistency by looking at meeting attendance,continuity of the designated representatives, members honouring their commitments.

Health – Resources

Guiding question

- Has the coordination mechanism been able to provide itself with the required resources to accomplish its goals?

Examples of options to consider

- All the required and relevant stakeholders have become members.
- The mechanism can attract additional funds and resources as needed.
- The mechanism is highly influential in its context.

Health – infrastructure

Guiding question

- Does the coordination mechanism have a monitoring protocol in place for performance and outcomes?
- Are the monitoring results being used for decision making and improving the coordination mechanism strategies?

Results – interim outcomes

Guiding question

- Are the expected short-term and mid-term goals being achieved?
- What are the restoration actions and concrete results that ICM has contributed to?
- Is the coordination process cost-effective in terms of the achieved outcomes?
- The coordination mechanism has a sustainability strategy in place?

Examples of options to consider

- Continuity over time; available resources for periods to come; having a relevant agenda that adapts to changes in context; ability to transcend changes in the political context that come from electoral processes; not dependent on the support of a single institution; links to international initiatives.

Principles to consider at this stage

- Balance of participant contributions: a workload analysis can help identify if some members are carrying more weight than others. Periodically verify that participants are satisfied with what they give in and what they get from the ICM.
- Progress tracking: follow up regularly (every 2–3 months) on the progress made in the execution of the agreed action plan and the use of available resources. Ideally, they should go hand in hand; over and under execution can both cause serious internal and external problems.
- Accountability: promote open communication and transparency practices with regard to ICM objectives, actions, results and resources towards all of its members and, as much as possible, towards the general public as well.
- Adaptive management: test and adjust internal proceedings as often as needed until you find an arrangement that meets all participants' conditions of satisfaction.

Tools that might help to address key issues

- Revision of the ICM theory of change.[33]
- Updating ICM work plan to include changes in context, changes in membership and emergent opportunities.
- M&E system for ICM's performance and effectiveness.
- Survey of members' satisfaction.
- Self-assessment or external review of the mechanism results and impacts.

Overall expected results of this stage

By then end of this stage, the ICM members have:

- Revised and improved the effectiveness of the ICM strategies and structures.
- Expanded the ICM members base and/or the resources channelled.
- Achieved meaningful collective results.
- Defined sustainability plan that guarantees the operation of the ICM in order to achieve its mission and purpose.

33 Theory of Change (ToC) is a specific type of methodology for planning, monitoring and evaluation that is used in the philanthropy, non-profit and government sectors to promote social change. It defines long-term goals and then maps backward to identify necessary preconditions. It explains the process of change by outlining causal linkages in an initiative. The identified changes are mapped showing each outcome in logical relationship to all the others, as well as chronological flow.

Stage 5 – Transitioning the ICM

What is this stage about?

Two possible scenarios: the coordination mechanism is effective and sustainable; or it has lost its momentum. The coordination mechanism as originally conceived terminates or its capacities are redeployed.

Purpose of the stage

Eventually ICM mechanisms will reach a stage where they have rendered their mission partially or are totally obsolete for the context in which they operate. This may be caused by the ICM's success (i.e. it has fulfilled its mission and purpose and therefore no longer needed) or by its failure to maintain its momentum and its membership engaged. Either way, this stage calls for a deep revision of the ICM relevance, which requires an evaluation of its mission and purpose. The result of this revision may recommend the transition of the coordination mechanism to new themes, priorities, strategies and areas of intervention while maintaining its original mission and purpose; or the transformation of its mission and purpose to revive its relevance.

Key connectivity, health and results issues to be addressed in this stage

Connectivity – Membership

Guiding questions

- Is the coordination mechanism relevant to its members and for the context in which operates?
- Have the coordination mechanism mission, objectives and goals been revisited and adjusted?

Connectivity – Structure

Guiding questions

- How centralised are the coordination mechanisms?
- Have the advantages from decentralisation and regionalisation being assessed?

Health – Advantage

Guiding question

- Is the coordination mechanism exchanging/ sharing its experiences, successes and failures with other similar mechanisms (peer-to-peer learning processes)?

Results – Goals or impacts

Guiding questions

- Are the achieved results being communicated at the local, national and international level?
- Are the best practices and successful strategies being scaled-up or replicated?

Principles to consider at this stage

- Self-critical assessment: an honest assessment of the ICM situation is key to make the best decisions regarding its future. Exploring the option of its dissolution can help trigger new arguments and considerations regarding ICM value and meaning.
- Foster creativity: considering over looked or "unrealistic" options, be willing to innovate, invite external actor for this analysis to enrich the group's perspectives.
- External feedback: collect external actors' perceptions of the ICM work and value. Use that input to imagine what an evolved version of your current mechanism would look like.

Tools that might help to address key issues

- Survey of members' satisfaction.
- Interviews and/or focus groups with ICM members.
- Self-assessment or external review of the mechanism relevance.

Overall expected results of this stage

By the end of this stage, the ICM members have:

- Reviewed the relevance of the ICM mission and purpose.
- Based on the results of this review they have decided to:
- Transition: plan to re-deploy ICM assets (including knowledge and social capital) based on a new theory of change and intervention strategies; or
- Transform: redefinition of ICM value propositions (mission and purpose are redefined).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5. Conclusions

For many years the common practice was to operate under individual mandates in the forest and land use sector, within theoretically well-drawn and mutually exclusive boundaries, where government entities often did not see ICMs as essential, and inter-institutional coordination was limited to final issue, top-level decisions. Traditionally these arrangements have been characterised by a functional and linear logic, in which governmental institutions were organised by topic or area of expertise without much overlapping or interconnectivity needed. However, applying this type of governance structures for FLR has not proven to be sufficient for the successful governance of landscapes.[34] The implementation of FLR initiatives created the impetus for revision and adaptation of this outdated governance model. As a consequence, in the last few years FLR ICMs have started to emerge in several countries mainly as a response to the governance challenges that a landscape restoration approach is posing to their current institutional and policy arrangements.

What becomes apparent from the ICMs of the countries and sub-national jurisdictions analysed is that these ICMs have had different levels of influence in the design and implementation of FLR policy instruments and institutional arrangements. In some countries, their work has resulted in specific actions and recommendations for strengthening national restoration efforts, such as in El Salvador and in the Yucatan Peninsula States. In other cases, their influence has contributed to new and relevant elements for the FLR agenda that were not previously considered (e.g. gender approaches, participation of indigenous peoples and communities, consideration of traditional knowledge, long-term/strategic planning etc.) such as in Peru and in Espirito Santo State, which have improved the existing FLR governance settings.

FLR ICMs can be seen as innovative governance mechanisms designed to address the challenging reality where the implementation of FLR initiatives requires a system-level, complexity-aware approach involving multiple and diverse stakeholder groups and sectors, such as (sub)national governments, agricultural and forestry companies, research institutions, NGOs, traditional communities and landowners. This inherent characteristic of the restoration movement challenges the way restoration advocates have traditionally tried to pursue structural modifications in policies, markets and other fields of activity to make large-scale restoration viable.[35]

Technological innovations are evidently crucial in restoration efforts but restoration may obtain some of the greatest benefits by making innovations in processes, changing the way stakeholders and sectors interact, negotiate and deal with potential conflicts and synergies.[36] ICMs have been identified as one of the elements that can catalyse success of FLR implementation.[37]

34 van Oosten, C. et al. (2017). 'From Product to Place—Spatializing governance in a commodified landscape'. *Environmental Management* 62(1):157–169.

35 Brancalion, P.H.S., Ribeiro Pinto, S., Pugliese, L., Padovezi, A., Ribeiro Rodrigues, R., Calmon, M., Carrascosca, H., Castro, P. and Mesquita, B. (2016). 'Governance innovations from a multi-stakeholder coalition to implement large-scale Forest Restoration in Brazil'. *World Development Perspectives* 3. https://doi.org/10.1016/j.wdp.2016.11.003

36 Brancalion, P.H.S. et al. (2016). 'Governance innovations from a multi-stakeholder coalition to implement large-scale Forest Restoration in Brazil'. *World Development Perspectives* 3. https://doi.org/10.1016/j.wdp.2016.11.003

37 Hanson, C., Buckingham, K., DeWitt, S. and Laestadius, L. (2015). *The restoration diagnostic: a method for developing forest landscape restoration strategies by rapidly assessing the status of key success factors*. Version 1.0. Washington, DC, USA: WRI.

Fundamentally an interdisciplinary endeavour, landscape management appears to require interdependent institutions capable of overlaying their actions on the ground following a consistent set of principles and thus reducing contradictions and redundancy. The complexity of the natural and productive systems we have created seem to have outgrown our current management capacities in many ways and consequently posing new scientific, technical and social challenges. An ICM can then be seen as a governance innovation trying to address some of these challenges, not by creating a new layer in the political and administrative structures of states, but by identifying new institutional domains for landscape stakeholders to meet, negotiate and co-create the necessary conditions for them to restore their place.[38] Experiences with ICMs are still at an early stage with limited data to determine how well this innovation can perform its intended purposes but the available evidence so far shows valuable attempts that deserve further study and consideration. It is in that spirit that this study collected data and provided insights based on empiric sources which may eventually become future lines of inquiry.

38 van Oosten, C. et al. (2017). 'From Product to Place—Spatializing governance in a commodified landscape'. *Environmental Management* 62(1):157–169. https://doi.org/10.1007/s00267-017-0883-7

Annex 1: Country profiles

El Salvador

El Salvador, located on the Pacific coast of the Central American Isthmus, shares borders with Guatemala and Honduras. With a territory of 21,041 km^2 it is the smallest country in continental America. With a population of 6.1 million, El Salvador has a population density of 285 inhabitants/km^2 (ranked 44th in terms population density). Its nominal GDP per capita is estimated at US$ 4,224[39] (ranked 104th out of 193 countries). Approximately 33% of its population lives in rural areas where agriculture is the main livelihood, contributing to 11.3% of national GDP.[40]

According to the Economic Commission for Latin America and the Caribbean (ECLAC), the country had a Gini coefficient of 0.44 in 2014 and 41.6% of households in El Salvador were considered as poor. Poverty was higher in rural areas were the rate reached 49.3%.[41] Extreme poverty in 2014 in urban context was at 9.5% and for rural areas it was almost twice as much for rural areas (17.4%). With an average Human Development Index (HDI) of 0.680 for 2015,[42] El Salvador is ranked 117th out of 188 countries worldwide, above the average of 0.631 for countries in the medium human development group and below the average of 0.751 for countries in Latin America and the Caribbean.Ministry of Agriculture and Livestock (MAG) - Regulates forest use in rural areas.

FLR status

Regarding land cover, 12.8% of El Salvador territory is covered by forests, whereas 76.4% is under agricultural use and 10.4% dedicated to permanent cropland.[43] El Salvador's Ministry of the Environment (MARN) estimated that the forest coverage was 26% of the territory in 2011 (14% of forest and shrub vegetation, 2.4% of mangroves and riparian forests and about 10% of shade coffee plantations).[44] In addition, there is a lack of tree cover in 64% of the main water recharge areas, in 42% of the total areas prone

39 United Nations Statistics Division. National Accounts - Analysis of Main Aggregates (AMA). Available at: https://unstats.un.org/unsd/snaama/selbasicFast.asp. (Accessed: 12 July 2019).

40 Info-FLR. El Salvador country profile. Available at: https://infoflr.org/countries/el-salvador#quick_facts. (Accessed: 12 July 2019).

41 CEPALSTAT. Available at: http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/buscador.asp. (Accessed: 12 July 2019).

42 UNDP. Human Development Report 2016. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf. (Accessed: 10 September 2019)

43 Info-FLR. El Salvador country profile. Available at: https://infoflr.org/countries/el-salvador#quick_facts. (Accessed: 12 July 2019).

44 MARN (2011). Quinto Informe Nacional para el Convenio sobre la Diversidad Biológica El Salvador. Available at http://www.marn.gob.sv/descargas/quinto-informe-nacional-para-el-cdb/. (Accessed 9 September 2019)

to landslides and in 67% of the margins of the main rivers.[45]

El Salvador shows high rates of environmental degradation particularly in forest cover: between 2000 and 2010 it was reported that 6.6% of its forest cover was lost, equivalent to 138,288 hectares.[46] Forest loss is attributed to the expansion of agricultural activities (subsistence agriculture, sugar cane agroindustry and livestock production, overall crops without shade which currently cover 65% of the territory), as well as forest fires that affected 68,100 ha from 2001 to 2016, commonly caused by the uncontrolled burning of stubble crops, pastures, sugarcane, weeds and rubbish. Urban growth is also considered to add significant pressure to forest areas, for the year 2010 urban areas represented 4.3% of the territory.[47]

El Salvador's high population density, low forest coverage and high degradation rates, combined with its tropical climate and mountainous terrain, make its population particularly vulnerable to climate variability. National authorities have estimated that extreme climatic events put at risk 90% of the population and 95% of the national territory,[48] with the cost of losses and damages equivalent to 6% of GDP in 2011.[49]

According to IUCN[50] and MARN[51] estimations El Salvador's potential for restoration is in the order of 1.187 million hectares distributed among 9 different potential restoration transitions (e.g. agroforestry systems, silvopastoral systems, mangrove restoration, coffee plantations renovation, etc.).

FLR institutional/policy context

Most of the environmental degradation processes threatening El Salvador's sustainability can be attributed to a rural development model that is based on the over-exploitation of natural resources. The effects of these trends have resulted in an increased vulnerability to climate change and loss of natural capital.

In this context, FLR has been promoted as a strategy to provide new options, based on alternative conservation and production practices (that can stop and eventually overturn current degradation trends) by the adoption of an integrated approach to landscape restoration. At the national level, FLR's most important advocate has been the El Salvador Ministry of Environment (MARN), with the participation of local and international NGOs and support of international governmental organisations, international cooperation and private donors.

A. Institutional mandate

The institutional mandate over the forestry sector is divided among three different

45 MARN (n.d). *National REDD+ Programme for El Salvador*. Available at: http://www.marn.gob.sv/programa-nacional-redd-el-salvador/. (Accessed: 12 July 2019).

46 MARN (2017). Estrategia Nacional de Ecosistemas y Paisajes Ministerio de Ambiente y Recursos Naturales de El Salvador. Available at http://www.marn.gob.sv/descargas/estrategia-nacional-restauracion-de-ecosistemas-y-paisajes/?wpdmdl=41530. (Accessed: 10 September 2019).

47 *Id.*

48 MARN (2012). Programa Nacional de Restauración de Ecosistemas y Paisajes (PREP). Available at http://www.marn.gob.sv/descargas/programa-nacional-de-restauracion-de-ecosistemas-y-paisajes-documento-conceptual/?wpdmdl=16146 (Accessed 9 September 2019).

49 *Id.*

50 Raes, L., Nello, T., Nájera, M., Chacón, O., Meza Prado, K., Sanchún, A. (2017). *Análisis económico de acciones para la restauración de paisajes productivos en El Salvador.* Available at: https://doi.org/10.2305/IUCN.CH.2017.19.es. (Accessed: July 18 2019).

51 MARN (2017). Plan de acción de restauración de ecosistemas y paisajes de El Salvador con enfoque de mitigación basada en adaptación. Available at http://www.marn.gob.sv/descargas/plan-de-accion-de-restauracion-de-ecosistemas-y-paisajes-de-el-salvador-con-enfoque-de-mitigacion-basada-en-adaptacion-proyecto-2018-2022/. (Accessed: 9 September 2019).

institutions depending on the geographical area in question (urban, rural or protected areas):

- Ministry of Agriculture and Livestock (MAG) - Regulates forest use in rural areas.
- Ministry of Environment and Natural Resources (MARN) – Regulates forest management in the protected natural areas and salty wetlands.
- Municipalities – Regulates forest management in urban areas.

B. Legal and policy framework

In 2012, the Council of Ministers of the Government of El Salvador approved updating of the National Environmental Policy with the objective of reversing environmental degradation and reducing environmental vulnerability to climate change. As part of this effort a National Environment Strategy was formulated and The National Program for the Restoration of Ecosystems and Landscapes (PREP) was launched as one of the key instruments to promote and facilitate the restoration of ecosystems, watersheds and landscapes. The PREP aims to build resilience, increase adaptive capacity and reduce the vulnerability of territories and therefore it is aligned with the National REDD+ Strategy that adopted an adaptation-based mitigation (AbM) approach.[52]

On February 2016, the National Council for Environmental Sustainability and Vulnerability (CONASAV) was created as an autonomous consultative body for dialogue on environmental sustainability and vulnerability. It aims to facilitate and reach short-term and long-term, inter-sectoral agreements and commitments towards improving environmental sustainability and reducing vulnerability in El Salvador. As an attached organ of the CONASAV, the National Restoration Roundtable (NRR) was formed in January 2017 as an operational and consultative body, aligned to PREP, aiming to promote and scale up restoration initiatives across the country.

In September 2017, following a participatory design process of almost 2 years, MARN presented the National Strategy for the Restoration of Ecosystems and Landscapes (EN-REP), which aims to restore ecosystems and landscapes by favouring the generation of ecosystem goods and services that increase the resilience of communities to the effects of climate change by improving local livelihoods. The execution of the EN-REP, which falls under the responsibility of the National Restoration Roundtable, intends to fulfil the country commitment **to restore one million degraded hectares by 2020 (Bonn Challenges and 20x20 Initiative)**; and provide technical and operational guidelines to carry out restoration actions. On 6 December 2017 MARN presented its "Action plan to restore ecosystems and landscapes in El Salvador with a mitigation approach based on adaptation". The focus of this action plan is the restoration of 400,000 hectares, 80,000 per year, during the period 2018–2022.[53] This action plan was developed in collaboration with IUCN and is based on the results of the application of the Restoration Opportunities Assessment Methodology (ROAM) in El Salvador developed in the period 2015–2016.

El Salvador government decided to designate MARN as the focal point for the Bonn Challenge and REDD+ and MAG (Ministry of Agriculture) as the focal point for the Initiative 20x20.

52 Adaptation-based mitigation approaches recognise the synergies between options that deliver mitigation outcomes while also enhancing resilience to future climate change. Also, adaptation measures are seen as conducive of long-term mitigation outcomes. Mitigation and adaptation outcomes under these approaches have a long-term vision to achieve sustainable development. More on adaptation and mitigation synergies and trade-offs can be found in Chapter 11 of the IPCC's 5th Assessment Report. Available at: https://www.ipcc.ch/site/assets/uploads/2018/02/ipcc_wg3_ar5_chapter11.pdf. (Accessed: 12 July2019).

53 MARN (2017). Plan de acción de restauración de ecosistemas y paisajes de El Salvador con enfoque de mitigación basada en adaptación. Available at http://www.marn.gob.sv/descargas/plan-de-accion-de-restauracion-de-ecosistemas-y-paisajes-de-el-salvador-con-enfoque-de-mitigacion-basada-en-adaptacion-proyecto-2018-2022/. (Accessed: 9 September 2019).

FLR ICM coordination mechanisms

The ICM reviewed in El Salvador was the Roundtable for the implementation of the National Ecosystem and Landscape Restoration Program - also known as the National Restoration Roundtable (NRR).

A. Quick facts

Name of the mechanism	Working roundtable for the implementation of the National Ecosystem and Landscape Restoration Program - also known as the National Restoration Roundtable (NRR)
Country	El Salvador
Scope	National
Date of creation	17 January 2017
Convened by	National Council for Environmental Sustainability and Vulnerability (CONASAV[54])
Current status	Active
Legal status	Formal constitution supported by the legal statute of CONASAV (via Executive Decree), which establishes CONSAV's faculty to organise itself and to set up its own thematic tables (the Restoration Roundtable being one of them).

B. Background

In 2016, CONASAV launched a participatory process for designing a national public policy proposal to address the country's environmental sustainability issues, called "El Salvador Sustainable" Plan. As part of this process 8 thematic working groups were constituted, one of them being the Roundtable for Restoration of Soil, Ecosystems and Landscapes. Once the national plan was developed most of the thematic working groups were dissolved. It did not take long before the authorities realised that an inter-institutional coordination mechanism was needed to move forward with the implementation of restoration actions defined in the sustainability plan. Participants from the former Roundtable for Restoration of Soil, Ecosystems and Landscapes were summoned and a new structure was created, El Salvador's National Restoration Roundtable (NRR). This new structure focuses on implementation rather than planning. It was specifically created to move forward the restoration agenda and launch a national restoration movement.

54 "The CONASAV is a consultative, dialogue and concertation body composed of a diversity of actors to search for agreements and national commitments regarding the country's development priorities in terms of environmental sustainability and vulnerability. Its composition is broad, plural and permanent and is endowed with autonomy for the fulfilment of its objectives and attributions. Its constitution is supported by the Presidential Decree signed on February 3, 2016 by the President of the Republic and the Minister of Environment and Natural Resources". Available at: http://www.marn.gob.sv/destacadocp/conasav/. (Accessed: 12 July 2019).

ICM Evaluation

1. Connectivity

(a) Membership, mission and restoration approach

i. **Mission/objective:** El Salvador's NRR members have defined their objective as "coordinating reforestation initiatives in critical areas of the country and guaranteeing synergistic execution and effective sustainability". From a practical perspective this objective translates into leading the implementation of the recently approved National Restoration Strategy.

Based on the perception of NRR members that completed our online survey (N=13), **the top topics the NRR aspires to coordinate** are: (i) definition of priority areas to carry out FLR action; (ii) raising awareness and promoting FLR to gain political and institutional support of key stakeholders; and (iii) implementing FLR actions at the national or sub-national level and following-up of national FLR commitments (Bonn Challenge and Initiative 20x20).

ii. **Restoration approach it endorses:** NRR members see landscape restoration as a strategy to reduce vulnerability to climate change. Although, in some initial documents the NRR is referred to as the "National Reforestation Roundtable", hinting at dominant ecological approach towards restoration for that initial stage. During its first year of existence, the NRR dedicated the majority of its efforts to launch a national reforestation campaign that was based exclusively on native species (Plantatón 2017[55]), but still some sectors still perceived the NRR to be leaning towards an ecological FLR approach rather than a functional one. However, in the near future the NRR aims to further endorse a productive restoration approach closely linked to improving the livelihoods of people in rural areas. The country's FLR approach is intertwined with the REDD+ strategy, both aiming to increase resilience towards climate change based on the AbM approach.

Results from the perception survey showed that participants considered the **three main themes/priorities promoted by the NRR** to be: (i) conservation and recovery of watersheds, (ii) rehabilitation of degraded soils and (iii) ecological restoration, biological corridors and natural protected areas. It is interesting to note that only a minority of participants responded that restoration of productive landscapes was a priority theme for the NRR.

iii. **Membership:** El Salvador NRR is composed of 30–35 members who represent ministries (environment, agriculture), local and international NGOs, international cooperation, private sector and academia. They meet once a month although during its most active phase (Plantatón 2017), they met every 2–3 weeks. On average 60% of the members attend meetings that take place at the UNDP facilities in San Salvador.

Private sector involvement in the NRR is led by FUNDEMAS[56] and the San Andrés Business Environmental Committee (CAESA), both of which participate in NRR meetings

55 First massive reforestation initiative carried out in El Salvador in which 13,790,352 trees (including 12,412,791 coffee plants) were established between June and October 2017, in various departments of the country. A preliminary sampling carried out in October 2017 estimated the rate of survival of the established trees in 70%. MARN-COSAV. La Prensa Gráfica. *Supervivencia de árboles sembrados en 2017 fue de 70 %.* Available at https://www.laprensagrafica.com/elsalvador/Supervivencia-de-arboles-sembrados-en-2017-fue-de-70--20180525-0122.html. (Accessed 10 September 2019).

56 The Business Foundation for Social Action (FUNDEMAS in Spanish) was founded in 2000 with the objective of contributing to the sustainable economic and social development of El Salvador, promoting corporate social responsibility, entrepreneurship and improving the quality of education in the country.

ICM Evaluation (continued)

1. Connectivity

and encourage other companies with interest in corporate social responsibility and environmental compensation issues to participate. There is also some involvement of the academic sector but given the current operational emphasis of the NRR work, their involvement has diminished compared to the more active role it played in planning phases (for example while developing the "El Salvador Sustainable" Plan).

Responses from the perception survey revealed that **the sectors that are seen as most actively participating in the NRR** are governmental institutions from the agricultural sector and governmental institutions from the environmental sector. CSO, other government institutions and sub-national and local governments were also perceived as playing an active role but not as prominent as the government institutions.

(b) Structure

This NRR is organised around four working committees (articulations and alliances, logistics, public relations and communications and sowing and maintenance) and in a coordinating team composed by a proprietary representative of each working committee and their alternate representative.[57]

Members' basic responsibilities were defined by the NRR as:

- Contribute to different committees and work teams.
- Follow-up on the work of the different committees and provide the required support to each of them.
- Collaborate actively in overcoming the obstacles or difficulties identified by the different committees and submitted for their consideration.
- To be accountable for their work to the CONASAV through the MARN delegate who leads the initiative and other entities involved.
- Exchange of information on critical areas regarding reforestation issues

2. Health

(a) Resources

The NRR does not have resources of its own or a designated budget. It operates based on the in-kind contributions of its members. The main contribution being staff time of the representatives who attend the NRR meetings and carry out the agreed coordination actions. In 2017 there was a crowdfunding effort led by the NRR that resulted in the collection of around US$ 38,000. These funds will be invested in firebreaks to protect the areas reforested through the Plantatón.

(b) Infrastructure and operational mechanisms

i. **Convening:** CONASAV convened a broad group of actors from different sectors (government, civil society, private sector and international cooperation) to be part of the NRR, with the support of UNDP as the technical secretariat for the NRR.

57 Proprietary representatives are the official representatives of each working committees whereas alternative representatives act as temporary replacements for proprietary representatives when they are not available.

ICM Evaluation (continued)

2. Health

ii. **Internal coordination mechanisms:** During 2017, the CONASAV's technical secretariat was responsible for convening meetings, registration (minutes) and follow-up of NRR agreements.

iii. **Decision-making mechanisms:** Decisions in the NRR are taken by consensus. At the end of each working session a minute that collects the most important points that were discussed is prepared and circulated among the participants. The NRR does not apply a voting mechanism because of the logistics complexities it carries along.

iv. **Mechanisms for the inclusion of new members:** The call to participate in the NRR is free and open. New members simply have to express their interest to participate and show consistency at attending its meetings.

(c) Advantage and added value

According to the NRR its added value is:

- Generate a national articulation of restoration initiatives. It is a first step to give this problem and its solutions the national dimension they require.
- Disseminate the principles and approaches of restoration to other sectors and verify that there is interest in the topic and that it is well received.
- Deepen the conceptual and technical definitions of what restoration is and how it can be carried out with interested sectors that have the resources but require technical support.
- Bring together actors who share an interest in working on the sustainable management of natural resources.

By achieving its full potential this coordination mechanism would contribute by:

- Being a multi-sectoral coordination space in which agreements are taken to jointly implement restoration actions and distribute responsibilities to implement the National FRL Action Plan.
- Establishing solid mechanisms to record and verify of FLR actions, maintenance tasks and changes in the prioritised zones.

Regarding the **NRR's added value and relevance**, results from the perception survey showed that participants think the NRR is moderately influential in the El Salvador FLR context and they also perceive that the FLR and REDD+ processes at the national level are moderately aligned with each other.

3. Results

(a) Achieved outcomes

In its initial phase, the NRR proposed actions that were later incorporated into the "El Salvador Sustainable" Plan, such as the road map for a national sustainable agriculture programme. In 2017 its most significant outcome was the design and implementation of the Plantatón 2017.

In the perception survey, concerning what participants believed to be **NRR's most significant result so far**, the responses went to (i) implementation of FLR actions at the national or sub-national level (i.e. Plantatón) and (ii) the definition of priority areas to carry out FLR action. These responses seem to be consistent with what participants believe to be the top four topics the NRR aspires to coordinate.

ICM Evaluation (continued)

3. Results

(b) Goal, impacts and sustainability

i. **Short-term goals**

- Define a roadmap for 2018, with 3-4 central actions on which the work of the roundtable will focus.
- Consolidate the identity of the space and strengthen the commitment of its members and representatives.
- Incorporate more representatives of the private sector and the academy to scale up the NRR efforts.
- Agree and regulate the internal functioning mechanisms of the NRR.
- Define a strategy for continuity in the time of the roundtable, beyond the results of the next elections.

ii. **Mid-term goals**

Maximised the survival of trees in Plantatón 2017's reforested areas. Advance in the implementation of the country's restoration agenda beyond specific and isolated efforts (e.g. the Plantatón 2017). In May 2018 the implementation of "El Salvador Sustainable" Plan will begin and the NRR is expected to lead the execution of the National Restoration Action Plan. This new challenge will probably require the NRR to create three new regional structures (for the west, centre and east of the country) that would function as sub-national restoration tables.

iii. **Sustainability**

The continuity in the future of the NRR is not guaranteed. The NRR was conceived and has operated under the government of one party (FMNL). As a result of a potential change in government (El Salvador has presidential elections in 2019) the operation of the NRR could change or even disappear. Hence, the importance of consolidating it as a country effort that unifies the different social sectors in favour of restoration.

In the perception survey, when asked about the **most significant limitations the NRR was currently facing to achieve its objectives**, participants considered them to be: (i) insufficient resources to implement their plans, (ii) low capacity to influence public policy, (iii) low involvement of the agricultural sector or other reasons (including no support from the private sector, inapplicability of current legislation and the absence of M&E mechanisms). About what they considered to be the **top strengths the NRR has to achieve its objectives** participant responses pointed to (i) NRR members having the connections and contacts need to advance the proposed objectives, (ii) members sharing a common purpose and (iii) all members contributing with time and resources. Some participants also considered that as a strength was that members are achieving more together than what they could do on their own.

Mexico

Mexico is a federal republic located in the southern portion of North America, bordered to the north by the United States, to the south and west by the Pacific Ocean, to the south-east by Guatemala, Belize and the Caribbean Sea and to the east by the Gulf of Mexico. Covering 1,972,550 km^2 it is the fifth largest country in the Americas and the 13th largest state in the world. With a population of 127 million it has a population density of 64 inhabitants/km^2 (ranked 142th in terms population density) and its nominal GDP per capita is estimated at US$ 8,444.00[58] (ranked 72nd out of 193 countries). Approximately 21% of its population lives in rural areas where agriculture is the main livelihood, contributing to 3.5% of national GDP.[59]

According to the Economic Commission for Latin America and the Caribbean (ECLAC), the country had a Gini coefficient of 0.49 in 2014 and 41.2% of households in Mexico were considered as poor. Poverty was just a little higher in rural areas were the rate reached 44.7%.[60] Extreme poverty in 2014 in urban context was at 12.2% and almost twice as much for rural areas (23.0%). With an average Human Development Index (HDI) of 0.762 for 2015,[61] Mexico is ranked 77th out of 188 countries worldwide, well above the average of 0.746 for countries in the high human development group and also above the average of 0.751 for countries in Latin America and the Caribbean.

Considering Mexico's dimensions and the wide variety of its 31 states, and given this study's time and budget constraints, we decided to focus our analysis in the Yucatan Peninsula. The region, located in south-eastern Mexico, separates the Caribbean Sea from the Gulf of Mexico and is formed by three states: Campeche, Quintana Roo and Yucatan. Overall, these three states occupy an area[62] of 142,105 km^2 (7.2% of Mexico's total area) and add up to 4.4 million habitants[63] (approximately 3.6% pf Mexico´s total population) with a population density[64] of 38 inhabitants/km^2 well below the national average of 61 inhabitants/km^2. The human development index[65] for the Yucatan Peninsula (weighted against the population size of each state) was estimated at 0.745, considerable below the nation's average of 0.762 and its nominal per capita gross domestic product was estimated to be US$ 8,200, almost 20% lower than the national average.

58 United Nations Statistics Division. National Accounts - Analysis of Main Aggregates (AMA). Available at: https://unstats.un.org/unsd/snaama/selbasicFast.asp. (Accessed: 12 July 2019).

59 Info-FLR. Mexico country profile. Available at: https://infoflr.org/countries/mexico. (Accessed: 12 July 2019).

60 CEPALSTAT. Available at: http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/buscador.asp. (Accessed: 12 July 2019).

61 UNDP. Human Development Report 2016. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf. (Accessed: 10 September 2019)

62 Campeche 57,924 km^2, Quintana Roo 44,598 km^2, Yucatan 39,583 km^2

63 Campeche 0.9 million, Quintana Roo 1.5 million, Yucatan 2.1 million habitants

64 Campeche 16 hab/km^2 , Quintana Roo 44 hab/km^2, Yucatan 53 hab/km^2

65 Campeche 0.746, Quintana Roo 0.759, Yucatan 0.734

3.2.1 FLR status

The Yucatan Peninsula has a territory equivalent to 7.21% of the country of which, according to the latest IUCN ROAM assessment,[66] approximately 2.8 million hectares are under some level of degradation, representing around 20.8% of the Peninsula's land surface (excluding internal waters).[67] For the past six decades the Yucatan Peninsula has exhibited among the highest deforestation and degradation rates in Mexico, which has significantly impacted the provision of ecosystem services in the region. During the period 1993–2012, the deforestation/degradation rate for the Yucatan Peninsula was estimated at 50,209 hectares per year,[68] which places approximately 2.7 million tons of CO_2 into the atmosphere, a problem greatly aggravated considering the great loss of biodiversity that lived on those forests.[69] To a large extent this is due to unsustainable agricultural practices and livestock farming which have depleted the soil, reduced carbon stocks and threatened the overall biodiversity of the landscape.[70]

In this context, the state governments of Yucatan, Campeche and Quintana Roo have sought to promote the concept of productive restoration in the territory as a strategy to reduce and reverse the existing degradation trends. The ROAM assessment estimated that the implementation of productive restoration (e.g. agroforestry, silvopastoral, forest plantations and climate-smart agriculture) would be economically viable in 2.17 million hectares of functionally degraded landscape, with a potential for generating a net economic benefit of up to US$ 1.12 billion per year. This represents an increase in annual state GDP of 3.4%, 1.8% and 1.2% respectively for Yucatan, Campeche and Quintana Roo and a net carbon capture of 62.55 Mt CO_2e, equivalent to 30% of the NDC targets established for the entire country.[71]

3.2.2 Institutional/policy context

There is considerable scope for advancing FLR in Mexico by promoting state-level restoration commitments and strengthening coordination between REDD+ and restoration policies and among federal and sub-national governments. Mexico has built up strong momentum for implementing its REDD+ agenda. Mexico's REDD+ National Strategy (ENAREDD+), elaborated by the National Forestry Commission (CONAFOR) with the support of the civil society, set a fertile political climate for FLR in the peninsula.

To sustain this process, strong commitment from state governments is critical and sub-national stakeholders need to be actively involved in strategic planning on both REDD+ and FLR. Given the distinct, sometimes conflicting, priorities of national and sub-national governments, a coordinated and multi-sector approach providing tangible economic benefits at the state level is the most effective way to seek policy alignment. In the Yucatan Peninsula, FLR is as a means to recover productivity of deforested and degraded landscapes, thus supporting the REDD+ agenda by promoting inter-sectoral policy integration. This builds on existing national financing schemes for both forestry and agricultural sectors, helping to promote sustainable (and profitable) forest management and climate-smart agriculture.

66 Simonit, S., García, G., Góngora, S., Ramírez, G., Esparza, L., Martínez, E., Arrocha, F., Ludlow, L. (forthcoming). *Evaluación de Oportunidades de Restauración Funcional del Paisaje para la Península de Yucatán. Unión Internacional para la Conservación de la Naturaleza* (UICN). San José, Costa Rica.

67 *Id.*

68 CONAFOR (2017). Emissions Reduction Initiative (IRE) Document. Available at https://www.gob.mx/cms/uploads/attachment/file/459592/06_Iniciativa_de_Reduccion_de_Emisiones.pdf. (Accessed 10 September 2019).

69 Simonit et al. p.66

70 Reforestamos México, IUCN (2017). *Restauración productiva en México.*

71 Simonit et al. p.66


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FLR is built on existing REDD+ governance structures and a favourable institutional environment. In a quite innovative action, the Governors of the three states of the Yucatan Peninsula, in the context of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) held in Cancun in 2010 (COP 16), signed a General Agreement of Coordination with the purpose of developing a cooperation and coordination framework to carry out joint actions to address climate change adaptation and mitigation.[72]

The Agreement for the Sustainability of the Yucatan Peninsula (ASPY) signed by the state governments, establishes a framework of inter-institutional coordination and collaboration, the commitment to build and refine public policies and lines of action to prevent and counteract the effects of climate change through adaptation and mitigation measures, including the management of natural protected natural, ecological ordinances of the territory, payment for environmental services, the conservation and restoration of the forest and soil cover and the reduction of emissions due to degradation and deforestation.[73]

A. Institutional mandate

The United Mexican States are a federation whose constitution establishes three levels of government: the federal union, the state governments and the municipal governments. According to the constitution, all constituent states of the federation must have a republican form of government composed of three

72 Colegio de la Frontera Sur, Unidad Campeche (2016). *Resumen Ejecutivo: Estrategia REDD+ PY.*

73 Reforestamos México, IUCN (2017). *Restauración productiva en México.*

74 Geospatial data of national restoration opportunities was developed in 2015 by the National Commission for Knowledge and Use of Biodiversity - CONABIO with the support of IUCN. Available at: http://www.conabio.gob.mx/informacion/gis/?vns=gis_root/region/fisica/sarpfmgw

75 Schweizer, D., Meli, P., Brancalion, P.H.S. y Guariguata, M.R. (2018). Oportunidades y desafíos para la gobernanza de la restauración del paisaje forestal en América Latina. Documentos Ocasionales 182. Bogor, Indonesia: CIFOR. https://doi.org/10.17528/cifor/006787.

branches: the executive, represented by a governor and an appointed cabinet, the legislative branch constituted by a unicameral congress. At the federal and state level, the executive branch is organised in different secretaries with specific fields of action. Regarding the forestry sector the institutional mandate is distributed among:

Secretary of Agriculture, Livestock, Rural Development, Fisheries (SAGARPA) that's in charge of the productive and commercial uses of forest.

Secretary of Environment and Natural Resources (SEMARNAT) and more specifically through its National Forestry Commission (CONAFOR); that's in charge of the conservation and protection of forests.

B. Legal and policy framework

At the federal level, Mexico does not yet have a consolidated policy for restoration although there have been efforts to identify priority areas for restoration at the national level[74] and manuals for guiding restoration actions have been developed. Mexico has made significant progress in its environmental and forestry policy, particularly in two frameworks: General Law on Sustainable Forest Development and the Law on Ecological Equilibrium and Environmental Protection, which explicitly mention the restoration. Mexico has a Sustainable Forest Management Plan, which aims to guide actions related to forest management between 2012 and 2025.[75]

At the state level, in all three states of the Yucatan Peninsula, State Climate Change Commissions have been created in the context of the REDD+ process, where restoration of degraded areas is included as a mitigation measure. Each state has also been actively working on their own Climate Change Strategies which are close to being completed and published. At the same time, the REDD+ Strategy for the Yucatan Peninsula has been elaborated, aiming to provide a common ground and overall alignment framework for all three state climate change strategies.[76]

In this context, the regional sustainability agreement (ASPY) becomes relevant as it puts forward a common set of goals and the implementation of common strategies to achieve the sustainability of the Yucatan Peninsula, recognising the value of biodiversity and the need for sustainable rural development so that communities and ecosystems can thrive. The agreement bases its actions on compliance with the strategies and plans prepared at the state and regional level, such as the climate change and REDD+ strategies.[77] For the implementation of the ASPY, four complementary administrative and governance bodies are put in place: The Climate Change Regional Commission as the political body, the Regional Fund for Climate Change as the financial mechanism, the Selva Maya Observatory in charge of monitoring actions and on-the-ground results, and the Regional Safeguards Committee.

The ASPY represents an ideal institutional platform to support FLR implementation in the region. Within the ASPY the Governments of Yucatan Peninsula reiterated their support to the Bonn Challenge initiative with their commitment **to restore 0.95 million ha[78] by 2020 and additional 1.05 million ha during the period 2020-2030, summing up to 2 million ha[79] by 2030.**

These sub-national pledges are part of a broader federal-level restoration commitment

76 Colegio de la Frontera Sur, Unidad Campeche (2012). Estrategia Regional de la Península de Yucatán para la Reducción de Emisiones por Deforestación y Degradación Forestal (REDD+ PY). Available at http://www.ccpy.gob.mx/pdf/Regional/documentos-regional/redd/informe_actividades/informe_final.pdf. (Accessed 10 September 2019).

77 Acuerdo para la Sustentabilidad de la Península de Yucatán (2016). Available at http://www.ccpy.gob.mx/archivos/documentos-agendas/tmp_201801165327.pdf. (Accessed 9 September 2019).

78 Campeche 0.4 million, Quintana Roo 0.3 million, Yucatan 0.25 million by 2020.

79 Campeche 0.75 million, Quintana Roo 0.7 million, Yucatan 0.55 million by 2030.

of 7.5 million ha by the Secretary of Agriculture (SAGARPA) and 1 million ha by the National Forestry Commission (CONAFOR). CONAFOR is also the focal point for REDD+, while both SAGARPA and CONAFOR are acting as focal points for their respective pledges under the Initiative 20x20.

3.2.3 ICM coordination mechanism description

The ICM reviewed for the Yucatan Peninsula is the Climate Change Regional Commission (CCRC).

A. Quick facts

Name of the mechanism	Yucatan Peninsula Climate Change Regional Commission (CCRC)
Country	Mexico
Scope	Sub-national (three states of the Yucatan Peninsula: Campeche, Quintana Roo and Yucatan)
Date of creation	2 March 2015
Convened by	By agreement of the governors of the Yucatan Peninsula
Current status	Active
Legal status	Constituted formally with full recognition of the state governments of Campeche, Quintana Roo and Yucatan. CCRC's agreements are binding in the sense that they are backed by the state governments but the Commission as such does not have jurisdiction over the state governments.

B. Background

In 2010, within the context of COP16 on Climate Change, the first Governors' Agreement of the Yucatan Peninsula was signed, with which the Regional Commission on Climate Change was created. Once the goals of this first collaboration agreement have been met, in December 2016 within the context of the COP 13 on Biodiversity, the inter-state agreement was renewed under the name of Agreement for the Sustainability of the Yucatan Peninsula (ASPY2030). From a formal point of view, the creation of the CCRC took place through the signature of an installation document by the secretaries of the environment of the three states of the Yucatan Peninsula on 2 March 2015.

ICM Evaluation

1. Connectivity

(a) Membership

i. **Mission/objective:** The Commission represents a model of governance of the sub-national authorities that coordinate efforts and resources to undertake regional initiatives of mitigation and adaptation to climate change. Through the coordination with their respective Sate Inter-Secretarial Commissions on Climate Change, to promote public policies and strategies that contribute to the national and state climate change goals and thus contributing to the sustainability development of the Yucatan Peninsula.

ICM Evaluation (continued)

1. Connectivity

ii. **Restoration approach it endorses:** The restoration agenda of the Yucatan Peninsula (YP), including the 2 million ha pledge under the Bonn Challenge initiative and the REDD+ agenda, are integrated under the ASPY. It is planed that specific restoration actions will be carry out in the context the implementation of a regional REDD+. ASPY itself, as the broader regional body endorses a FLR productive restoration approach.

iii. **Membership:** The CCRC is formed by the secretaries of the environment of the states of Campeche, Quintana Roo and Yucatan. Additionally, there may be representatives of the federal government, academia, NGOs whether individuals or corporations, whose skills and knowledge are related to the purpose of the Commission and which are invited as guests or speakers by agreement of the plenary. Guest participants will have the right to voice but not to vote. Only the three Secretaries of Environment have a right to vote.

The CCRC meetings follow an itinerant schedule rotating from state to state holding a meeting on each state. The meetings are convened by CCRC acting leader, which also rotates, one year for each state. The three constituent members are required to attend every meeting, additional guests from the State Climate Change Committees may also join in. On CCRC's the last meeting held in Campeche, guests from the academic and private sector (MARISTA and FEYAC) were also invited. On average between 30 and 40 participants attended these meetings. To date the CCRC has met four times (i.e. March 2015, August 2016, February 2017, December 2017) and has scheduled a meeting for 2018. Its internal regulations specify that it should meet at least twice a year and extraordinary sessions can also be held if required.

iv. **Other sectors involvement:** The private sector and academy do not have a direct participation in the CCRC. However, both sectors have made public and voluntary declarations to support and work ASPY for the sustainability of the Yucatan Peninsula. Private sector endorse to ASPY 2030 was signed by 81 companies in which the "desire of companies to move towards a responsible operation with the environment is ratified".[80] The endorsement from Institutions of Higher Education (IES) recognises "its leading role in the training of professionals with a profile that includes a vision of sustainable development, as well as to join the Government, private sector and financial effort to move towards a responsible operation with the environment and communities".[81]

(a) **Structure**

The CCRC has an internal regulation that governs it, which was approved by the three Secretaries of the Environment on April 19, 2017. CCRC internal regulations[82] define its structure as follows:

- A collegiate presidency constituted by the Environmental Secretaries of the states of Campeche, Quintana Roo and Yucatan.

80 Declaration of the Private and Financial Sector for the Sustainability of the Yucatan Peninsula. Available at: https://www.tncmx.org/territorios/wp-content/uploads/Files/ASPYcomms_doc_11.pdf. (Accessed: 18 July 2019).

81 *Id.*

82 Internal regulations of the Yucatan Peninsula Climate Change Regional Commission (CCRC), approved on 19 April 2017.

ICM Evaluation (continued)

1. Connectivity

- A coordinator, who will be the environment secretary of one of the three states (this role is rotated among the 3 secretaries, one by one each year).
- As members, the Secretaries of the Environment of the state of Campeche, Quintana Roo and Yucatan,
- A representative of the Inter Secretary Commission on Climate Change (CICC) of the Federal Government.
- The CCRC is also linked to the State Climate Change Commissions of the three states by a representative of the State Commissions on Climate Change of each state.

2. Health

(a) Resources

The CCRC does not have resources of its own or a designated budget. It operates based on the in-kind contributions of its members. The main contribution being the staff its members and guests that attend its meetings.

(b) Infrastructure and operational mechanisms

i. **Convening:** CCRC was formed by mutual agreement of the Governors of the State of Campeche, Quintana Roo and Yucatan within the context of the ASPY. CCRC active leader is in charge on convening the Commission for its regular meetings as well as extraordinary meetings should this be necessary.

ii. **Internal coordination mechanisms:** CCRC's internal regulations define the coordinating mechanisms and operational rules for the Commission as well as the role and detailed functions to be performed by its presidency, coordination, technical secretariat and regular members. The purpose and main agenda points of CCRC's meetings are also defined as well as the internal communication and follow-up mechanisms.

iii. **Decision-making mechanisms:** Decisions are made by consensus among the three CCRC constituent members, which does not include guests, observers or speakers.

iv. **Mechanisms for the inclusion of new members:** Given CCRC's nature and its convening process the inclusion of new members is not considered for now.

(c) Advantage and added value

The three States of the Yucatan Peninsula share a common geography and ecosystem distribution, therefore it makes sense for them to agree on a vision at the regional level for their common goals, such as: reduce vulnerability in coastal areas, preserve water quality of the peninsular aquifer, conserve forest cover, and maintain forest connectivity, among others. The CCRC is in a privileged position for reaching inter-state agreements and make cross-cutting decisions that affect the three states of the YP as well as agreements for the instrumentalisation of state public policies that are consistent with local climate change agendas.

ICM Evaluation (continued)

3. Results

(a) Achieved outcomes

The CCRC main result is the constitution of a formal, inter-state, decision-making body for climate change and other environmental related issues for the Yucatan Peninsula. This body allows for enhanced effectiveness and coherence in state efforts to address common climate change challenges, including ecosystem degradation. As such, CCRC has served as a space for dialogue among representatives of various state authorities, including those who handle subsidies and financial incentives for productive activities that have the potential to produce greater environmental degradation and the authorities responsible for the conservation and sustainable use of natural resources. This dialogue between institutions that in the past did not tend to coordinate with each other is enabling the creation of coordinated and consistent institutional agendas and actions plans.

(b) Goal, impacts and sustainability

i. **Short-term goals**

- Annual Operation Plans for 2019 of the state institutions participating in CCRC coordination efforts should reflect the agreements taken as a result of inter-sectoral and inter-institutional dialogue.
- Progress in the actual implementation of specific forest restoration and conservation actions – such as sustainable forest management and agroforestry systems – should be linked with each state´s REDD+ agenda which have been harmonised at the regional level through agreements taken in the CCRC.
- Regarding the consolidation of the CCRC, the next steps involve creating working groups that are operative and executive, allowing the CCRC to advance in several issues in a parallel and continuous manner throughout the year. CCRC semi-annual meetings would then allow to review the progress of these working groups.

ii. **Mid-term goals**

CCRC as the political body of the ASPY aims to contribute to the achievement of the six goals that the ASPY considers for 2030. More specifically, in the matter of restoration:

- Zero net deforestation by 2030.
- Restore 2 million terrestrial hectares under the Bonn Challenge pledge, including the sustainable agricultural activities, as well as the restoration of degraded forests.
- Create a monitoring system that allows for follow-up of the implementation of the three REDD+ state strategies, starting with greenhouse gases inventories for each state.
- 50% of the YP terrestrial and coastal territory under conservation schemes.
- Promote Mayan biocultural landscapes in 5,484,000 hectares.
- Attract financial resources from private and international sources that promote green economy.
- Restore 20% of the reef crests and 30% of coastal beach-dune systems.

iii. **Sustainability**

The continuity in time of the CCRC, as well as the ASPY itself, depends entirely on the political will of the acting governors and on the follow-up that their teams are willing to give to the agreements made. A context factor that may contribute to the continuity of these mechanisms is that the electoral periods are not coincident for the three states, so there will always be two state administrations in function (and supporting the ASPY and CCRC) every time the third administration is renewed.

Colombia

Colombia is largely situated in the north-west of South America, with territories in Central America. Colombia shares a border to the northwest with Panama, to the east with Venezuela and Brazil and to the south with Ecuador and Peru. With a territorial extension of 1,141,748 km^2 it is the fourth largest country in South America. Colombian territory encompasses Amazon rainforest, tropical grassland and both Caribbean and Pacific coastlines. Ecologically, it is one of the world's megadiverse countries. With a population of 49.5 million, it has a population density of 40.7 inhab/km^2 (ranked 176th in terms population density) and its nominal GDP per capita is estimated at US$ 5,806.00[83] (ranked 91st out of 193 countries). Approximately 24% of its population lives in rural areas where agriculture is the main livelihood, contributing to 6.3% of national GDP.[84]

According to the Economic Commission for Latin America and the Caribbean (ECLAC), the country had a Gini coefficient of 0.54 in 2014 and 28.6% of households in Colombia were considered as poor. Poverty was considerably higher in rural areas were the rate reached 41.5%.[85] Extreme poverty in 2014 in an urban context was at 5.1% and more than three times as much for rural areas (18.1%). With an average Human Development Index (HDI) of 0.727 for 2015,[86] Colombia is ranked 95th out of 188 countries worldwide, below the average of 0.746 for countries in the high human development group and also below the average of 0.751 for countries in Latin America and the Caribbean.

3.3.1 FLR status

Regarding land cover, 52.7% of Colombia's territory is covered by forests, whereas 40.4% of the land is under agricultural use and 1.6% is dedicated to permanent cropland.[87] Human occupation of the territory in Colombia has historically been moulded by many factors (e.g. economic, social, political and religious influences, including extended armed conflicts) and often led to unsustainable productive and extractive processes which have resulted in ecosystem loss, degradation and fractionation. As a result of natural ecosystems deterioration partial or total loss of ecosystems services have followed, decreasing the resilience of communities especially in rural areas. In 2015, it was estimated that 483 municipalities were in a condition of very high, high and medium vulnerability due to water shortage, affecting

83 United Nations Statistics Division. National Accounts - Analysis of Main Aggregates (AMA). Available at: https://unstats.un.org/unsd/snaama/selbasicFast.asp. (Accessed: 12 July 2019).

84 Info-FLR. Colombia country profile. Available at: https://infoflr.org/countries/colombia. (Accessed: 12 July 2019).

85 CEPALSTAT. Available at: http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/buscador.asp. (Accessed: 12 July 2019).

86 UNDP. Human Development Report 2016. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf. (Accessed: 10 September 2019)

87 Info-FLR. Colombia country profile. Available at: https://infoflr.org/countries/colombia. (Accessed: 12 July 2019).

a population of nearly 12 million inhabitants.[88] The La Niña phenomenon in 2010–2011 brought a significant increase in rainfall, which had a significant negative impact particularly on the most degraded areas. The economic losses for that rainy season was estimated in US$3.9 billion[89] (approximately 1.2% of 2011 GNP).

Colombia is considered one of the few megadiverse countries in the world, exhibiting a wide variety of ecosystems from moorlands to Andean forests, tropical rain forests, dry forests, wetlands, savannas and arid zones. However most of its natural ecosystems have been transformed and/or degraded by deforestation, which main drivers have been: the establishment of illicit crops, the inappropriate use of land for agroindustry, extensive agriculture, open cast mining and unregulated urban development. Most of the deforestation is currently taking place on land owned by of the State, caused by unplanned and generally illegal colonisation. The main social agents that affect the processes of transformation of forest cover nationwide are farmers, cattle ranchers, mining companies and armed actors. The behaviours or decisions of these groups determine both deforestation processes and forest recovery processes.[90]

According to Minambiente estimations Colombia's potential for restoration is in the order of 22.8 million hectares (i.e. 6.47 million ha for potential ecological restoration, 8.02 million ha for recovery and 8.31 million ha for rehabilitation).[91]

3.3.2 FLR institutional/policy context

The rapid conversion and deterioration of the original/natural ecosystems has resulted in significant biodiversity loss, decrease in quality and quantity of water resources, soil degradation and pollution of marine and continental waters, affecting both rural and urban areas and incrementing the country's overall vulnerability to climate change.

Under these deterioration conditions aroused the need for a plan to counteract the negative and accumulative effects that have been waning ecosystems services through the implementation of ecological restoration, rehabilitation and recovery actions. A National Restoration Plan was conceived to articulate government's initiatives related to ecosystem restoration as stated on Chapter VI of the National Development Plan 2010–2014: "with the objective of strengthening the preservation and restoration of biodiversity and its ecosystem services, it will be necessary to: a) Adopt and implement the National Plan of Restoration, Recovery and Rehabilitation of Ecosystems [...] ". Colombia's National Restoration Plan also responds as a strategy for promoting the restoration of degraded ecosystems and threatened species mentioned on the National Biodiversity Policy (1998).[92]

A. Institutional mandate

At the top level, Colombia maintains communication among various ministries through the Council of Ministers and the Watershed Management and Regulation Plans (POMCAS) that are instruments aimed for to carry out an integral basin management.

In 1993, National Environmental System (SINA) was created, which is defined as the set of

88 Minambiente (2015). Plan Nacional de Restauración: restauración ecológica, rehabilitación y recuperación de áreas disturbadas. Available at http://www.minambiente.gov.co/images/BosquesBiodiversidadyServiciosEcosistemicos/pdf/plan_nacional_restauracion/PLAN_NACIONAL_DE_RESTAURACI%C3%93N_2.pdf. (Accessed 9 September 2019).

89 *Id.*

90 IDEAM (2011). Análisis de tendencias y patrones espaciales de deforestación en Colombia. Instituto de Hidrología, Meteorología y Estudios Ambientales.

91 Minambiente (2015). Plan Nacional de Restauración: restauración ecológica, rehabilitación y recuperación de áreas disturbadas. Available at http://www.minambiente.gov.co/images/BosquesBiodiversidadyServiciosEcosistemicos/pdf/plan_nacional_restauracion/PLAN_NACIONAL_DE_RESTAURACI%C3%93N_2.pdf. (Accessed 9 September 2019).

92 *Id.*

guidelines, standards, activities, resources, programmes and institutions required to implement the general environmental principles contained in the Political Constitution of Colombia of 1991 and the Law 99 of 1993. The SINA is integrated by the Ministry of the Environment, the Regional Autonomous Corporations, the Territorial Entities and the Research Institutes assigned and ascribed to the Ministry of Environment. The National Environmental Council has the purpose of ensuring inter-sectoral coordination in the public sphere of policies, plans and programmes on environmental issues and renewable natural resources.[93]

On a more practical level, in Colombia, the Ministry of the Environment issues the norms and the execution is transferred to the Regional Autonomous Corporations[94] (at the regional level) or the Secretariats of the Environment (at the local). The Ministry of Agriculture also plays a role in the strengthening of the forestry chains thorough its Direction of Agricultural and Forestry Chains, specifically in the design and evaluation of policies, plans, programmes and projects for the strengthening of agricultural and forestry chains, in topics related to production, technical assistance, marketing, associativity, productive alliances, business formalisation, labour and productive infrastructure, the insertion in international markets and the generation of added value in agricultural products.[95]

B. Legal & policy framework

Colombia has a complex environmental legislation that has recently been consolidated into a single document called the Single Decree 1076 of 2015, which brings together the laws that deal with forests, forest plantations and biodiversity. Colombia has a Restoration Plan and a Compensation Manual as guidelines for the implementation of restorative actions.[96]

The National Restoration Plan is the result of a 5-year participatory effort lead by Minambiente (Ministry of Environment) which was published in 2015. The National Restoration Plan is based on three implementation approaches: ecological restoration,[97] rehabilitation[98] and recovery,[99] depending on the intervention type to be implemented, the level of degradation of the area to be restored and of the restoration objective selected. It consists of a 20-year term logical framework composed of short-term periods of 3 and 8 years. The Plan encompasses priority and essential actions for achieving the proposed goals and indicators and also identifies assigned responsibilities, possible sources of funding and an economic approach for the management of the National Restoration Plan. For its execution the full commitment and articulation SINA entities is expected and required.

Colombia recognises commercial forest plantations of a protective character with

93 Minambiente. SINIA information webpage. Available at: http://www.minambiente.gov.co/index.php/ordenamiento-ambiental-territorial-y-coordinacion-del-sina/sistema-nacional-ambiental-sina. (Accessed: 18 July 2019).

94 The Regional Autonomous Corporations and Sustainable Development (CAR) are public corporate bodies, composed of territorial entities, charged by law to administer, within the area of their jurisdiction, the environment and renewable natural resources and promote the sustainable development of the country.

95 Minagricultura. Dirección de Cadenas Agrícolas y Forestales information webpage. Available at: https://www.minagricultura.gov.co/ministerio/direcciones/Paginas/Direccion-de-Cadenas-Agricolas-y-Forestales.aspx. (Accessed: 7 July 2019).

96 Schweizer, D., Meli, P., Brancalion, P.H.S. y Guariguata, M.R. (2018). Oportunidades y desafíos para la gobernanza de la restauración del paisaje forestal en América Latina. Documentos Ocasionales 182. Bogor, Indonesia: CIFOR. https://doi.org/10.17528/cifor/006787.

97 Ecological restoration: initiate or accelerate restoration processes of an area degraded, damaged or destroyed in relation to its function, structure and composition.

98 Rehabilitation: repair the productivity and/or ecosystem services related with its functional or structural attributes.

99 Recovery or reclamation: return the utility of the ecosystem to provide environmental services different from those of the original ecosystem, while integrating it ecologically to its environment.

a Forest Incentive Certificate, through this incentive owners receive a financing to help cover implantation and maintenance expenses. The incentive favours native species plantations over exotic species. Additionally, there are tax incentive for those who establish plantations and also property taxes exemption for reforestation.

In 2014, Colombia pledged **1 million ha to Bonn Challenge through Initiative 20x20**, through a joint pledge by the Ministry of Environment and Sustainable Development (MADS) and the Ministry of Agriculture and Rural Development (MADR). The focal point of this pledge is MADS although there has been coordination with MADR in several aspects of this pledge, including their participation in the National Advisory Restoration Roundtable, as seen below.

3.3.3 ICM coordination mechanism description

The FLR ICM reviewed in Colombia was the National Advisory Restoration Roundtable (NARR).

A. Quick facts

Name of the mechanism	National Advisory Restoration Roundtable (NARR)
Country	Colombia
Scope	National
Date of creation	19 October 2017
Convened by	Minambiente (Ministry of the Environment and Sustainable Development)
Current status	Active
Legal status	Informal mechanism conveyed by MADS for inter-sectoral consultative dialogue (non-binding agreements). Formal constitution or obtaining a legal status for the NARR is not considered a priority for the moment.

B. Background

After a 5-year participatory preparation process, in 2015 Colombia published its National Restoration Plan. The conformation of the NARR is one of the main milestones for Phase I of the National Restoration Action Plan which implementation is currently initiating. As stated in the National Restoration Plan, the idea is to conform a consultative body in the field of restoration in which institutional actors and private sector could gather, share their perspectives and coordinate future actions:

"To form a national advisory board for restoration coordinated by the Ministry of Environment with the mission to build and sustain agendas of inter-institutional, inter-ministerial, inter-sectoral and regional work for the implementation of the National Plan of Restoration" (National Restoration Plan, 2015).

ICM Evaluation

1. Connectivity

(a) Membership, mission and restoration approach

i. **Mission/objective:** Colombia NARR defined its main objective as "to create a space for interinstitutional dialogue coordinated by the Ministry of Environment and Sustainable Development, to serve as a consultative body for the national government to advance in the achievement of national and global goals related to ecosystem restoration and restoration of landscapes."

Based on the perception of NARR members that completed our online survey, the **top four topics the NARR aspires to coordinate** are: (i) the implementation of FLR actions at the national or sub-national level; (ii) the creation or participatory reform of the regulatory FLR framework/public policies/national strategies; (iii) reach agreement on technical and conceptual FLR definitions; and (iv) FLR awareness raising and promotion to achieve political and institutional support of key actors.

ii. **Scope:** The scope for NARR was defined as "to establish and maintain inter-institutional, inter-ministerial, inter-sectoral and regional agendas to achieve the implementation and follow-up of the National Restoration Plan, generate spaces for exchange among its members and promote alliances to support the structuring of public policies, the development of programmes, emblematic plans and projects at the national, sub-national and regional levels related to the restoration of natural ecosystems and degraded areas. "

iii. **Restoration approach it endorses:** The NARR proposes to address restoration from a broad concept beyond ecological restoration in line with international initiatives that propose restoration in terms of landscape. For now, the National Restoration Plan proposes three restoration approaches: recovery, rehabilitation and ecological restoration itself, it is argued that these three approaches line up with a more comprehensive concept of landscape restoration.

Results from the perception survey showed that participants considered the **three main themes/priorities promoted by the NARR** to be: (i) the restoration of productive landscapes; (ii) the ecological restoration of biological corridors and natural protected areas; and (iii) the rehabilitation of degraded soils.

iv. **Membership:** A launching meeting was called by MADS in October 2017, attended by approximately 50 representatives from different ministries, members of the National Environmental System, unions, private sector, national and international NGOs. Colombia's NARR is now composed by representatives of the following institutions: MADS (Ministry of Environment), MADR (Ministry of Agriculture), Mintransporte (Ministry of Transportation), Minminas (Ministry of Mining), DNP (National Planning Department), National Natural Parks, ANLA (National Authority of Environmental Licenses), ASOCARS (Association of Regional Autonomous Corporations and of Sustainable Development), universities, environmental research institutes, private sector (oil and energy companies) and NGOs. Meetings are held in IICA's facilities in Bogotá.

Responses from the perception survey revealed that **the sectors that actively participate in the NARR** are governmental institutions from the environmental sector, academic sector, private sector and NGOs.

v. **Other sectors involvement:** The private sector is an important actor in terms of restoration efforts, having initiatives, projects and programmes related to the

ICM Evaluation (continued)

1. Connectivity

restoration actions in the country. Academy sector also participates actively in the space; universities such as the National University of Colombia and Javeriana University have a great deal of experience in the subject of restoration, which makes their contribution to the NARR very significant.

(b) Structure

The NARR has technical secretariat exercised by IICA (Inter-American Institute for Cooperation on Agriculture). The technical secretary is in charge of leading the consolidation of the NARR as an inter-institutional space and will perform, among others, the following functions:

- Lead inter-sectoral coordination among NARR's members.
- Assist in the structuring and design of the national restoration agenda in concordance with the National Restoration Plan.
- Lead the formulation, execution and monitoring of the NARR institutional action plan.
- Convene the meetings, host, centralise, disseminate the information and keep the documentary archive under custody.
- Facilitate dialogue among actors, informing the parties about the progress of the processes.
- Ensuring the good performance of NARR and the success of all activities proposed in compliance with the Action Plan.

5 commissions were created for the operation of the NARR: sustainable policy, science and technology, mining and energy sector, agriculture and livestock sector and protected areas. An Action Plan for the next two years is under development and will specify activities in support of the National Restoration Plan and National Development Plan that will be carried out by its commissions.

2. Health

(a) Resources

The NARR does not count on financial resources of its own for now. It operates based on in-kind contributions from its members. The main contribution being the staff time of those who attend its meetings, plus the work of technical secretariat and the logistical facilities provided by IICA. For workshop convening and development, the NARR has been supported by WRI and CIAT in the framework of Initiative 20x20.

(b) Infrastructure and operational mechanisms

i. **Convening:** MADS convened a large group of actors from different sectors (government, civil society, private sector and international cooperation) to be part of the NARR, with the support of IICA as the technical secretariat of the mechanism.

ii. **Internal coordination mechanisms:** On its launching meeting in October 2017 a few organisations offered to perform technical secretariat functions. All offers were taken into considered and MADS decided that IICA would perform that role at least for the next two years to come.

iii. **Decision-making mechanisms:** This mechanism has not been explicitly defined yet. At this point it is expected that decisions will be taken by group consensus according to the quorum of participating members on each meeting.

ICM Evaluation (continued)

2. Health

iv. **Mechanisms for the inclusion of new members:** This mechanism has not been explicitly defined yet. Initially, a demonstration of interest on behalf of the future members will suffice. However, this is an issue that will be carefully reviewed and agreed upon for the formulation the NARR's constitution statement.

v. **Members' roles:** Members' right and duties have not been defined yet. For the first meeting it was only required for future members to assist and take part on the discussions. The idea was not to unilaterally predefined member's roles but instead provide time and space to build these internal agreements through a participatory process in the months to come. With the creation of the working commissions, members should be expected to contribute based on their expertise to the topics discussed there.

(c) Advantage and added value

NARR expected added value is to create a space of articulation among diverse actors for the identification of common technical definitions, priorities and perspectives with respect to landscape restoration. According to NARR members this has been recurring request of the sectors, to have space for the sharing and exchanging FLR-related experiences and for the coordination of FLR actions between the public and private sector. The NARR sees its role as a supporting agent for MADS, acting as an advisory body that will help to move forward the implementation of the National Restoration Plan.

Regarding the **NARR's added value and relevance**, results from the perception survey showed that participants think the NARR is highly to moderately influential in the Colombian FLR context, and they perceive that the FLR and REDD+ processes at the national level are moderately to little aligned with each other.

3. Results

(a) Achieved outcomes

Its main achieved outcome is the successful convening of diverse and plural sectors to its launching meeting and the structuring of its work into 5 commissions. Furthermore, drafting an action plan for the NARR also shows consistent commitment from its members to be a body who supports and informs the implementation of the National Restoration Plan and National Development Plan.

The NARR was convened during the government transition and developed a document with recommendations on restoration to be included in the National Development Plan (2018-2022). For the first time, the National Development Plan (still going through Congress approval), besides a restoration goal measured in hectares, includes a paragraph with the mandate of developing a national restoration monitoring system that will be led by IDEAM.

(b) Goal, impacts and sustainability

i. **Short-term goals**

- Build internal agreements with members about the operating mechanisms and internal structures of the NARR (including the commissions).
- Expand the call to other sectors and include new members necessary to achieve NARR's objectives.
- Define roadmap for 2019 on the implementation of the National Restoration Plan.

ICM Evaluation (continued)

3. Results

ii. **Sustainability**

Several things have been achieved by NARR in terms of planning and structuring its work. Although in the perception survey, when asked about the **most significant limitations the NARR was currently facing to achieve its objectives**, participants considered them to be: (i) insufficient resources to implement their plans; (ii) the fact that they do not yet have an agreed common agenda; (iii) low capacity for implementing actions; and (iv) the little involvement of the agricultural sector in the NARR. About what they considered to be the **top strengths the NARR has to achieve its objectives** participant responses pointed to (i) creating value for its members and the organisations/institutions they represent; (ii) members have the connections and contacts they need to advance NARR's proposed objectives; (iii) good functioning of the NARR's internal communication mechanisms; and (iv) members achieving more together than what they could do on their own.

Peru

Peru, located in western South America, shares borders in the north with Ecuador and Colombia, in the east with Brazil, in the southeast with Bolivia, in the south with Chile and in the west with the Pacific Ocean. An extremely biodiverse country with habitats ranging from the arid plains of the Pacific coastal region to the peaks of the Andes mountains to the tropical Amazon Basin rain forest. With a territorial extension of 1,285,216 km^2 is the third largest country in South America. With a population of 31.4 million has a population density of 24 inh/km^2 (ranked 195th in terms population density) its nominal GDP per capita is estimated at US$ 6,049.00[100] (ranked 87th out of 193 countries). Approximately 21% of its population lives in rural areas where agriculture is the main livelihood, contributing to 7.2% of national GDP.[101]

According to the Economic Commission for Latin America and the Caribbean (ECLAC), the country had a Gini coefficient of 0.44 in 2014 and 22.7% of households in Peru were considered as poor. Poverty was significantly higher in rural areas, more than double, were the rate reached 46%.[102] Extreme poverty in 2014 in urban context was at 1% and fourteen times as much for rural areas (14.6%). With an average Human Development Index (HDI) of 0.740 for 2015,[103] Peru is ranked 87th out of 188 countries worldwide, below the average of 0.746 for countries in the high human development group and also below the average of 0.751 for countries in Latin America and the Caribbean.

3.4.1 FLR status

Regarding land cover, 57.8% of Peru's territory is covered by forests, whereas 19% of the land is under agricultural use and only 1.1% dedicated to permanent cropland.[104] Peru is the second Latin American country with the largest extension of Amazon forests and holds the fourth largest extension of tropical forests in the world and the sixth place concerning primary forests. The forests are Peru's largest ecosystems, 94.1% of them are Amazonian rainforests, 5.6% are coastal dry forests and the remaining 0.3% are classified as Andean relicts' humid forests.[105]

Forests in Peru face two main threats: deforestation and degradation. Direct loss of forest coverage is due mainly to logging and vegetation burning for changing land use towards agriculture and livestock (90% of

100 United Nations Statistics Division. National Accounts - Analysis of Main Aggregates (AMA). Available at: https://unstats.un.org/unsd/snaama/selbasicFast.asp. (Accessed: 12 July 2019).

101 Info-FLR. Peru country profile. Available at: https://infoflr.org/countries/peru. (Accessed: 12 July 2019).

102 CEPALSTAT. Available at: http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/buscador.asp. (Accessed: 18 July 2019).

103 UNDP. Human Development Report 2016. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf. (Accessed: 10 September 2019)

104 Info-FLR. Peru country profile. Available at: https://infoflr.org/countries/peru. (Accessed: 12 July 2019).

105 MINAM (2016). La conservación de bosques en el Perú 2011-2016. Available at http://www.minam.gob.pe/informessectoriales/wp-content/uploads/sites/112/2016/02/11-La-conservaci%C3%B3n-de-bosques-en-el-Per%C3%BA.pdf. (Accessed: 9 September 2019).

deforestation is attributed to this cause) or for infrastructure development for hydrocarbon and minerals extraction. The main crops that drive agricultural expansion in the Amazon area are coffee (25.4%), pastures (25.2%), cocoa (8.7%), banana (8.2%) and corn (7.8%), together they represent 75% of the total cultivated area.[106] Mid-term and long-term forest loss are also related to the deterioration or decrease of forests' quality, a decrease in their ability to provide ecosystem services due to the extraction of trees or other natural elements without proper management. The most common cause for this is unregulated wood extraction.

MINAM/SERFOR (National Forest and Wildlife Service) efforts to monitor forest coverage show that the average loss of forest cover in the Peruvian Amazon rainforests, in the period 2001–2014, was 118,081 hectares per year, equivalent to an annual rate of just 0.12%; hence, for now Peru is considered low deforestation country. Nevertheless, analysed deforestation scenarios show that given the current trends, annual deforestation could reach 250,000 hectares up to 350,000 hectares in 2030[107] if management (conservation/restoration) measures were not to be implemented.

There are other indirect causes for forest loss related to institutional factors (weak law enforcement and management capacities), social (population growth and migrations), and cultural (limited dissemination of indigenous knowledge of forest management) and economic (low income and high poverty concentration in rural areas). Property rights playing a significant role in this, as it is estimated that more than 45% of accumulated deforestation during the last 15 years occurred on lands without allocated tenure rights.[108]

According to the latest reports from the National Forest Conservation Program for Mitigation Climate Change (PNCBMCC) to the year 2014, 16.7% of the Amazonian rainforests were found in native communities' territories, 26.4% were within natural protected areas and approximately 22% of the Amazonian forests had no legal status or rights granted, which limits their potential to be used in a legal and sustainable manner, exposing them to a higher probability of deforestation and illegal logging.[109]

According to SERFOR, Peru's existing forests are the country's most valuable natural capital, with more than 73 million hectares of renewable resources and 10 million hectares of land suitable for reforestation. Despite this extensive potential for commercial timber development Peru's timber trade balance is negative and has to import form foreign countries to supply the national market.[110]

3.4.2 Institutional/policy context

Commercial forest plantations in Peru are perceived by some sectors as a unique opportunity for productive and business diversification that could significantly boost the nation's economy while providing important ecosystem services at the local, national and global level. However up until 2011 Peru did not have enough information on deforestation and forest degradation processes to allow an adequate definition of the necessary intervention measures (MINAM 2016).

106 MINAM (2016). Estrategia Nacional sobre Bosques y Cambio Climático (2016). Available at http://www.minam.gob.pe/wp-content/uploads/2016/07/ESTRATEGIA-NACIONAL-SOBRE-BOSQUES-Y-CAMBIO-CLIM%C3%81TICO-DECRETO-SUPREMO-007-2016-MINAM11.pdf. (Accessed: 9 September 2019).

107 MINAM (2016). La conservación de bosques en el Perú 2011-2016. Available at http://www.minam.gob.pe/informessectoriales/wp-content/uploads/sites/112/2016/02/11-La-conservaci%C3%B3n-de-bosques-en-el-Per%C3%BA.pdf. (Accessed: 9 September 2019).

108 *Id.*

109 MINAM (2016). Estrategia Nacional sobre Bosques y Cambio Climático (2016). Available at http://www.minam.gob.pe/wp-content/uploads/2016/07/ESTRATEGIA-NACIONAL-SOBRE-BOSQUES-Y-CAMBIO-CLIM%C3%81TICO-DECRETO-SUPREMO-007-2016-MINAM11.pdf. (Accessed: 9 September 2019).

110 SERFOR. Information on forest plantations. Available at: https://www.serfor.gob.pe/bosques-productivos/servicios-forestales/plantaciones-forestales. (Accessed: 7 July 2019).

In this context, in 2011, a new Forestry and Wildlife Law was promulgated which looked to strengthen the forestry sector by designating forest plantations as agricultural crops and thus exempting them of the need to be approved by the Forest and Wildlife Authority. Government restoration efforts are being mainly channelled through the National Plan for the Recovery of Degraded Areas that suggests an inter-sectoral approach for restoration governance. Despite these advances, forest legal frameworks in Peru are still limited by deficiencies in the actual regulation of the existing laws and policies to promote the productive and protective forestry sectors.[111]

A. Institutional mandate

Peru's new Forestry and Wildlife Law (2011) established a new institutional arrangement for the forest sector, creating the National Forest and Wildlife Service (SERFOR), as a public technical body assigned to the Ministry of Agriculture and Irrigation. It also gives SERFOR the mandate to drive the national forestry and wildlife sector and be the governing body of the National Forest and Wildlife Management System (SINAFOR). The new law also creates an information platform - the National Forest and Wildlife System Information (SNIFFS). Additionally, a new institutional framework was established to engage the various actors of the forestry sector - the National Forest and Wildlife Council (CONAFOR) - which should articulate public forest management with society in general. The figure of regional environmental commissions (CAR) was created to enable regional coordination spaces and at the local level, forest management and wildlife committees are to be formed for directly integrating local forest stakeholders (MINAM 2016).

SERFOR's Directive Council is to be formed by three parties equally represented: representatives from national/regional/local governments, indigenous peoples and private forest users. It also recognises that the Council should work base in the construction of consensus among these three parties. The new law defines SERFOR competences over forests and wildlife at the national level while giving more authority to regional governments as part of a decentralisation process. It also recognises forest heritage management competences to the Ministry of the Environment (MINAM), such as the approval of forest zoning, approval of permanent production forests, forest and wildlife biological diversity assessments, binding opinion over land-use changes of public lands, confirms MINAM as the national CITES scientific authority, among other competences.

B. Legal and policy framework

Peru's legal framework related to the forestry sector has changed significantly since 2011 when the promulgation of the new Forestry and Wildlife Law (national law # 29763) occurred. The current legal/policy framework related to FLR can be summarised from its main components as follows:

National policies

- National Environmental Policy (MINAM – 2009): specifically, component 1: conservation and sustainable use of natural resources and biological diversity.
- National Agrarian Policy (MINAGRI - 2016): specifically, component 2: forest sector development and component 3: legal security of the land.
- National Forestry and Wildlife Policy (MINAGRI - 2013): specifically, component 2: sustainability.

National strategies/plan/programmes

- Forests and Climate Change National Strategy
- Risk Management and Adaptation to Climate Change National Plan
- Sectoral Multi-Year Strategic Plan: specifically, component 2: agrarian vulnerability to climate change and

111 Schweizer, D., Meli, P., Brancalion, P.H.S. y Guariguata, M.R. (2018). 'Oportunidades y desafíos para la gobernanza de la restauración del paisaje forestal en América Latina'. *Documentos Ocasionales 182*. Bogor, Indonesia: CIFOR. https://doi.org/10.17528/cifor/006787.

component 5: soil conservation and recovery of degraded soils

- Forestry and Wildlife National Plan *(under formulation)*
- National Program for the Promotion of Forest Plantations
- National Program for the Recovery of Degraded Areas

National laws

- Forestry and Wildlife Law: specifically, article 3
- considers restoration as a forestry and wildlife activity; article 131(b) - recovery of forest cover in deforested watersheds or other degraded areas.

Regulation of the Forestry and Wildlife Law: specifically, article 133 - restoration of forest ecosystems and other ecosystems of wild vegetation

In January 2016, began the participatory design for the National Program for the Recovery of Degraded Areas (PNRAD) lead by SERFOR. The PNRAD name was replaced by PNREST in 2018. The formulation phase of PNREST was completed by the end of 2017. Although additional discussions and refinement of the PNREST have taken place in 2018 - 2019, PNREST is expected to be officially launched in 2019. The PNREST is expected to be the main implementation instrument for government led FLR efforts. Including the prioritisation of degraded areas to be restored as well as technically sound and economically viable recommendations for restorations transitions to be implemented, it's projected that the PNREST will be Peru's main vessel for delivering **3.2 million restored hectares by 2020, pledged to the Bonn Challenge and Initiative 20x20.** For Peru, MINAM (Ministry of Environment) was designated as the focal point for Bonn Challenge and REDD+ and MINAGRI (Ministry of Agriculture) as the focal point for Initiative 20x20.

3.4.3 ICM coordination mechanism description

The ICM reviewed in Peru was the Working Group for the Recovery of Degraded Areas, also known as the RAD Working Group.

A. Quick facts

Name of the mechanism	Working Group for the Recovery of Degraded Areas - known as the RAD Working Group (RAD working group)
Country	Peru
Scope	National
Date of creation	September 2015
Convened by	National Forestry and Wildlife Service (SERFOR) attached to the Ministry of Agriculture and Irrigation (MINAGRI)
Current status	Inactive
Legal status	The RAD Working Group is not currently active and does not have a normative or legal basis that accredits it as a formal entity. However, it was created within SERFOR and as such it is sheltered by the SERFOR regulations and it may be reactivated if Peru's authorities consider it to be necessary. Since 2016, SERFOR has been leading for the participatory design of the National Programme for the Restoration of Ecosystems and Degraded Lands (PNREST) which has required a certain level of coordination with other institutions and stakeholders for mapping of regional priority areas, conducting regional consultations and review the PNREST document.

B. Background

RAD Working Group origins can be traced back to RAD Core Group: a group of organisations interested promoting and stimulating Peru's FLR agenda. Convened by SERFOR in September 2015, with a strong support from FAO who facilitated and co-led the operation of the group, it worked very actively between September 2015 and January 2016 (9 meetings in 4 months). RAD Core Group was composed by MINAGRI, SERFOR, MINAM, INIA, AgroRural, IIAP and FAO. The initial proposal to create an inter-institutional technical roundtable on restoration resulted from a restoration workshop held at the national level in 2015. Participants agreed on the need for a technical board that could provide technical support to the process of preparing Peru's national restoration plan. FAO's Forest and Landscape Restoration Mechanism supported the initial conformation and first actions of this group.

A few months later, at the beginning of 2016, considering the RAD Core Group wanted to lead the participatory design of the National Program for the Recovery of Degraded Areas (PNRAD) now known as PNREST, it was decided that the coordination and facilitation of the RAD Core Group passed from FAO to SERFOR. Since the elaboration process of the PNREST would require important political decisions a stronger leadership from the Peruvian State seemed more appropriate. With SERFOR solely assuming the leadership of the group, its name was changed to RAD Working Group. Between January 2016 and December 2017, RAD Working Group main focus of work has been the PNREST elaboration and validation. A final draft was completed in December 2017, after final reviewing by Peruvian authorities it is expected to be approved and publish in the first semester of 2018.

ICM Evaluation

1. Connectivity

(a) Membership, mission and restoration approach

i. **Mission/objective:** RAD Working Group mission can be summarised as follows: "to function as an inter-institutional group that gives cohesion to restoration efforts, manages funds for restoration actions and provides guidelines for an agreed, coherent and consistent national restoration methodology". On a practical level, the RAD Working Group has been actively involved in the preparation and validation of the PNREST and it's expected to lead its implementation once it's officially approved.

   Based on the perception of RAD Working Group members that completed our online survey, the **top topics the RAD Working Group aspires to coordinate are:** (i) the implementation of FLR actions at the national or sub-national level; (ii) the creation or participatory reform of the regulatory FLR framework/public policies/national strategies; and (iii) the identification of funding sources for RPF actions.

ii. **Restoration approach it endorses:** The RAD Working Group promotes a vision of productive restoration that includes conservation elements. The technical definitions of restoration of the group will be reflected in the final and approved version of the PNREST. Considering Peru's forest resources, it's expected that a strong emphasis will be given to commercial plantations.

   Results from the perception survey showed that participants considered the **three main themes/priorities promoted by the RAD Working Group** to be: (i) the restoration of productive landscapes; (ii) ecological restoration/biological corridors, natural protected areas; and (iii) natural/assisted revegetation of primary/natural forests.

iii. **Membership:** RAD Core Group was composed by MINAGRI, SERFOR, MINAM, INIA,

ICM Evaluation (continued)

1. Connectivity

AgroRural, IIAP and FAO. When changed from RAD Core Committee to RAD Working Group, SERFOR invited new institutions to be part of the discussion and formulation of the PNREST. Some thematic subgroups to provide specific technical inputs were also created. Here public and private institutions participated, in addition to the international cooperation: FAO, ICRAF, Agrarian University, HELVETAS, INIA, Biodiversity, CIFOR, ProNaturaleza, among others. Between September 2015 and January 2016, under FAO/SERFOR leadership, the RAD Core Group meet nine times at FAO facilities in Lima, with an average attendance of 6 participants per meeting. During its second phase, from January 2016 to December 2017, the RAD Working Group didn't have a predefined meeting schedule, it met according the need at SERFOR or FAO facilities in Lima.

Responses from the perception survey revealed that according to participants, governmental institutions from the agricultural sector **are the ones that most actively participate in the RAD Working Group**.

iv. **Other sectors' involvement:** Participation of the private sector has been limited in RAD Working Group so far; but in 2018 the FAO in coordination with SERFOR organised a first meeting for investors in forest plantations to discuss potential ways of coordinating restoration efforts. Representatives of academic institutions (e.g. ICRAF, CIFOR, National Agrarian University) actively participated as guests and speakers at RAD Working Group meetings, mainly as technical advisers.

(b) Structure

During its first phase, as RAD Core Group, FAO took charge of the technical secretariat functions of the group: kept minutes of the group's meetings, followed up on group agreements, convened participants, and handled internal communications, etc. Once SERFOR assumed the coordination and leadership of the RAD Working Group, an institutional coordinator was appointed as a SERFOR official focal person. It is the responsibility of this coordinator to convene the group's meetings, as well as to follow-up on its actions and agreements.

2. Health

(a) Resources

RAD Working Group does not have resources of its own. It operates on the basis of the staff time provided by the professionals that conform the group. In some cases when workshops outside Lima have been organised, international cooperation agencies (e.g. Helvetas, FAO, ESAN) have contributed funds to cover for the costs.

(b) Infrastructure and operational mechanisms

i. **Convening:** SERFOR played a central role in the convening of the group, for regular participants and for special guests and speakers. To date, RAD Working Group's main focus of interest has been the formulation of the PNREST which falls under SERFOR's institutional mandate.

ii. **Internal coordination mechanisms:** Starting on January 2016, SERFOR assumed the coordination of the RAD Working Group, focusing the group's efforts on the preparation and approval of the participatory consultation processes required for the preparation and approval of the PNREST. The role of the group's participants has revolved mainly around providing technical inputs and contributing to the preparation of the PNREST.

ICM Evaluation (continued)

2. Health

iii. **Decision-making mechanisms:** During the first phase as RAD Core Group, decisions were taken by consensus. On its second phase, the decisions were ultimately taken by SERFOR as the institution legally responsible for preparing the PNREST.

iv. **Mechanisms for the inclusion of new members:** SERFOR as leader and facilitator of the mechanisms can invite new members, guests and speakers to be included in the RAD Working Group.

(c) Advantage and added value

RAD Working Group added value can be seen in the institutionalisation in SERFOR of a national restoration agenda that previously did not exist. Evidence of SERFOR's appropriation of the FLR topic can be seen, for example: in SERFOR's initiative to publish technical guidelines on restoration practices; in the creation of regional prioritisation maps of restoration opportunities; in the systematisation of restoration experiences; in the inclusion of public projects investment in the PNREST, among others. It is also expected that once the PNREST is officially approved, its implementation will be led by SERFOR with the support of the RAD Working Group.

Regarding the **RAD Working Group's added value and relevance**, results from the perception survey showed that participants think the RAD Working Group is highly to moderately influential in the Peruvian FLR context and they also perceive that the FLR and REDD+ processes at the national level are little to not aligned with each other.

3. Results

(a) Achieved outcomes

During its first phase, which lasted approximately 4 months, as RAD Core Group three specific results were achieved:

- Conducting a national contest on good practices for recovery of degraded areas.
- Holding a National Workshop on Experiences in the Recovery of Degraded Areas (RAD) and contributions to the PNREST.
- Systematising RAD best practices for the Peruvian context.

During the second phase (2016–2018), as RAD Working Group, the main achieved result is the definition of all the required technical elements (technical definitions, prioritisation of restoration areas - 4 million ha with high and very high restoration potential - , mapping of restoration opportunities for 24 departments, identification of economically viable restoration transitions, etc.) required to assemble the PNREST draft document, which also included broad participatory validation processes. PNREST final draft was completed in December 2017.

In the perception survey, there was no consensus about what participants believed to be **RAD Working Group most significant result so far** although a few responses reported that it was the definition of priority areas to carry out FLR actions.

(b) Goal, impacts and sustainability

i. **Short-term goals:** the finalisation and final approval of the National Programme for the Restoration of Ecosystems and Degraded Lands (PNREST) and the National Forestry and Wildlife Plan (PLNFFS).

ICM Evaluation (continued)

3. Results

ii. **Mid-term goals:** once the PNREST is approved, RAD Working Group will be formally reconvened to lead the coordination and execution of restoration actions defined in the PNREST.

iii. **Sustainability:** the continuity of the RAD Working Group is not guaranteed beyond potential political changes in the national context resulting from national elections, although Peru's international commitments and restoration pledges might give more weight and importance to the FLR country's current efforts, contributing to its continuity over time.

In the perception survey, when asked about the **most significant limitations the RAD Working Group faced to achieve its objectives**, participants considered them to be: (i) insufficient resources to implement their plans; (ii) lack of technical capacity and/or knowledge on the subject; (iii) it has not yet been possible to summon the relevant actors; and (iv) low capacity from implementing actions. About what they considered to be the **top strengths the NARR has to achieve its objectives** participant responses pointed to (i) the RAD Working Group is creating value for its members and the organisations/ institutions they represent; (ii) members share a common purpose; and (iii) members have the connections and contacts they need to advance on the proposed objectives.

State of Espirito Santo (Brazil)

The Federative Republic of Brazil is the largest country in Latin America (8.5 million km^2) and the world's fifth largest country by area and the sixth most populous. It is the largest country to speak Portuguese as an official language and the only one in the Americas. Brazil shares borders with all countries in South America except for Chile and Ecuador. Its Amazon River Basin includes a vast tropical forest, home to diverse wildlife, a variety of ecological systems and extensive natural resources spanning numerous protected habitats. With a population of 208 million, Brazil has a population density of 36 inh/km^2 (ranked 196th in terms population density) and its nominal GDP per capita is estimated at US$ 8,649.00[112] (ranked 71th out of 193 countries). Approximately 14% of its population lives in rural areas where agriculture is the main livelihood, contributing to 5.2% of national GDP.[113]

According to the Economic Commission for Latin America and the Caribbean (ECLAC), the country had a Gini coefficient of 0.55 in 2014 and 16.5% of households in Brazil were considered as poor. Poverty was higher in rural areas were the rate reached 28.7%.[114] Extreme poverty in 2014 in urban context was at 3.4% and almost four times as much for rural areas (11.3%). With an average Human Development Index (HDI) of 0.754 for 2015,[115] Brazil is ranked 79th out of 188 countries worldwide, above the average of 0.746 for countries in the high human development group and also above the average of 0.751 for countries in Latin America and the Caribbean.

Considering the dimensions and heterogeneity of Brazil's 26 states; and given this study's time and budget constraints, the State of Espirito Santo was selected as the focus of analysis. Recent efforts, commitments and results towards scaling-up FLR approach in Espirito Santo make it an interesting case to be examined. Located in the Southeast Region of Brazil, in the Atlantic Rainforest biome (one of the world's biodiversity hotspots and that has lost 87% of its original forest coverage), it is one of the country's smallest states with a total area of 46,089 km^2 (rank 23rd according to its extension) and a population of 3.97 million habitants[116] (14th most populated state in Brazil) making it the seventh most densely populated state in Brazil. In 2014, the human development index for Espirito Santo was estimated to be 0.771 (7th place among all Brazilian states and well above the country's average). Its per-capita GDP was estimated to be US$ 16,139 (9th place) in 2015.[117]

112 United Nations Statistics Division. National Accounts - Analysis of Main Aggregates (AMA). Available at: https://unstats.un.org/unsd/snaama/selbasicFast.asp. (Accessed: 12 July 2019).

113 Info-FLR. Brazil country profile. Available at: https://infoflr.org/countries/brazil#quick_facts. (Accessed: 18 July 2019).

114 CEPALSTAT. Available at: http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/buscador.asp. (Accessed: 12 July 2019).

115 UNDP (2016). *Human Development Report 2016*. Available at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf. (Accessed: 10 September 2019).

116 Governo Espirito Santo. Data webpage. Available at: https://www.es.gov.br/es-em-dados. (Accessed: 18 July 2019).

117 Espirito Santo. State Wikipedia's page. Available at: https://en.wikipedia.org/wiki/Esp%C3%ADrito_Santo. (Accessed: 18 July 2019).

3.5.1 FLR status

Espirito Santo's main environmental challenges are caused by the changes in land use, due mainly to the expansion of human occupation in agricultural and urban areas, often in irregular forms, that went on for decades and resulted in massive forest loss. Continued deforestation of areas adjacent to water bodies and areas of water recharge had a direct impact on water quality and quantity. The decrease or complete loss of soil permeability along with the increase of soil erosion contribute to the silting process, transforming the rivers of the state as deposits of sediments rise.[118]

In 2014, Espirito Santo was facing its worst drought in 80 years with 20 municipalities rated as being in an 'extremely critical' situation. Water levels of the two major rivers that supply water to the state capital dropped to a fifth of their regular flow, well below their critical threshold (as per the State Agency for Water Resources, AGERH). As a response to this crisis, state authorities adopted a series of water-saving measures such as rationing water and rotation schemes. In addition to impacting water supply for daily use, the availability of water for agricultural purposes was seriously diminished, forcing producers in some regions to slow down production and eventually to close export companies and warehouses.[119]

In this context and given the contribution of FLR to increasing water supply, soil conservation and carbon mobilisation, it was sought as a way to contribute to a long-term solution for the water supply crisis. Between 2015 and 2017, through the application of ROAM, 187,000 hectares in small rural properties were identified as offering restoration potential. It was also estimated that the implementation of agroforestry systems on those lands could generate an additional income of US$ 55 million for their owners. This also led to the realisation that the original State Reforestation Program's goal (which was set at 80,000 hectares) could be raised to 200,000 hectares.[120]

Considering the current land-use conditions, it is estimated that restoration of those areas would require an investment of BRL 6 billion over 22 years.[121] However, the severity of the water crisis and the government's commitment to address it may create additional motivation for ongoing state action prioritising the restoration of water recharge areas.

3.5.2 Institutional/policy context

In Brazil, regulation of the promotion of forest plantations and the recovery of deforested areas started in 1934 with the promulgation of the Forest Code, which has been modified twice, in 1965 and then again in 2012. This last update emphasises the protection of native vegetation, covering all terrestrial ecosystems, including non-forest ones. New administrative and technical mechanisms help governmental institutions enforce the existing legal framework on rural producers by providing GIS-based information to verify if owners are complying with their obligations of restoring native vegetation in areas defined as permanent preservation and/or legal reserves.

Brazil recently transformed the Plan for the Recovery of Native Vegetation (PLANAVEG) into federal public policy (PROVEG), giving legal weight to it and thus morally committing the Government to take action and allocate resources for the recovery of native vegetation. However, the politicisation of environmental legislation has also led to the reduction of

118 IUCN Brazil (2016). *Restauração de paisagens e florestas no Brasil / Forest Landscape Restoration in Brazil*. Brasilia: IUCN Brazil. https://portals.iucn.org/library/node/46031

119 IUCN (2017). *Intensive restoration assessment helps structure landscape-level incentives programme in Brazil*. Forest Brief #16. Available at https://www.iucn.org/sites/dev/files/content/documents/20170322_fbrief_16_espirito-santo.pdf. (Accessed: 9 September 2019)

120 IUCN Brazil (2016). *Restauração de paisagens e florestas no Brasil / Forest Landscape Restoration in Brazil*. Brasilia: IUCN Brazil. https://portals.iucn.org/library/node/46031

121 *Id.*

requirements to obtain environmental licenses and the legalisation of occupied deforested areas which has increased deforestation rates.[122]

In Espirito Santo, 'Reflorestar' is the flagship programme that aims to promote the conservation and restoration of forest cover in order to protect the hydrological cycles in the state and generate livelihood opportunities for smallholders through the adoption of sustainable practices. Their annual restoration goal for 2018 is 80,000 hectares, which will be counted towards their pledge to the Bonn Challenge and Initiative 20x20. The State also has the Water and Landscape Management programme that promotes sustainable integrated water, soil and resource management through interventions that include water management, restoration of forest cover, among others.

A. Institutional mandate

In Brazil, commercial plantations have been under the supervision and mandate of the Ministry of Agriculture and the Ministry of Agrarian Development, while the recovery of degraded forests is the subject of the Ministry of the Environment. Each of these institutions having different goals and purposes for land use. In 2017 the National Commission for the Recovery of Native Vegetation (CONAVEG) was established as a multi-sectoral organisation that includes the ministries of environment, agriculture, livestock and supply, planning, science and technology, as well as members of civil society.[123]

Brazil, as a federative republic conveys considerable autonomy and decentralisation to its states, it's up to them to design and regulate their own legislation to implement some of the laws issued at the federal level. This is the case for the National Plan for Recovering Native Vegetation (PLANAVEG). In this regard, the state of Espirito Santo has a solid incentive programme for payments for environmental services (PES) and the promoting of land-use changes from livestock/agricultural to silvopastoral/agroforestry and other ecological restoration and forest conservation actions –where the Reflorestar Program represents a flagship initiative to implement PES schemes that favour restoration.[124] Brazil updated Forest Code defines the areas where forests should be preserved—and in some cases restored—to maintain ecosystem services (Areas of Permanent Preservation). It also defines an additional minimum percentage of forest cover for each property (Legal Reserve), which could be used for sustainable timber harvesting.[125] Compliance with the Forest Code is mandatory for all states; they are bounded by law to enforce it.

B. Legal and policy framework

Starting in March 2015, Espirito Santo was the first state in Brazil to undergo the implementation of ROAM at the sub-national level. In part because there was already an institutional environment FLR initiative ongoing, the Programa Reflorestar[126] (Reforestation Program); a state-based programme created in 2011 summing up years of experiences in restoration efforts in which The Nature Conservancy (TNC) provided significant support. The Reforestation Program objective is to restore 80,000 hectares of Atlantic Forest in Espirito Santo by 2018 and has gained

122 Schweizer, D., Meli, P., Brancalion, P.H.S. y Guariguata, M.R. (2018). 'Oportunidades y desafíos para la gobernanza de la restauración del paisaje forestal en América Latina'. *Documentos Ocasionales 182*. Bogor, Indonesia: CIFOR. https://doi.org/10.17528/cifor/006787.

123 *Id.*

124 *Id.*

125 Pinto, S.R. et al. (2014). 'Governing and Delivering a Biome-Wide Restoration Initiative: The Case of Atlantic Forest Restoration Pact in Brazil'. *Forests* 5(9):2212-2229. https://doi.org/10.3390/f5092212

126 Espirito Santo State Government (n.d). Information on Programa Reforestar. Available at https://www.es.gov.br/programa-reflorestar. (Accessed: 9 September 2019).

recognition from the environmental sector at the state level and abroad.[127]

The programme is coordinated by the State Secretariat for the Environment and Water Resources (SEAMA) with the support of Development Bank of Espírito Santo (BANDES). Stablished in 2008, it was the first case of a PES state programme by state law in Brazil, the setting up of a specific water fund (Fundágua) and the first legal framework of PES. Currently the programme is based on four strategies to stimulate farmers to join the reforestation efforts: a) Payment for Environmental Services — PES; b) Technical assistance; c) Regulation for the exploration of socio-biodiversity products; d) Structuring and strengthening the value chain associated with forest restoration.[128]

According to state authorities, the progress made in FLR in Espirito Santo over the past 12 years are related to five factors: (1) continuity of actions and political will, allowing a sequential process of learning and evolution of the FLR policy; (2) fixing a specific source of funds for investments in the FLR, since the setting up of the State Fund for Water Resources and Forestry — Fundágua, which has, among other sources, a monthly contribution of 3% of the royalties from oil and natural gas companies; (3) investment in management and planning; (4) seeking and establishing partnerships; (5) identifying efficient mechanisms to stimulate the farmers. In June 2015, the state government of Espirito Santo assumed along with **Challenge 20 x 20 the commitment to restore and/or prevent the deforestation of at least 80,000 hectares.**[129]

3.5.3 ICM coordination mechanism description

The ICM reviewed in Espirito Santo was the State Hydric Committee (SHC).

A. Quick facts

Name of the mechanism	Espirito Santo State Hydric Committee (SHC)
Country	Brazil – State of Espirito Santo
Scope	State
Date of creation	January 2015
Convened by	State Agency of Water Resources (AGERH) by mandate of the State Governor
Current status	Active
Legal status	SHC It is a non-formal working group, it does not have a legal figure that supports it but tallies all the political support of the state government.

127 IUCN Brazil (2016). *Restauração de paisagens e florestas no Brasil / Forest Landscape Restoration in Brazil*. Brasilia: IUCN Brazil. https://portals.iucn.org/library/node/46031

128 *Id.*

129 *Id.*

130 The SHC is different from the CERH (*Comitê Estadual de Recursos Hídricos*), a permanent central collegiate body of the Integrated System for the Management and Monitoring of Water Resources, created in 2000 under the national water policy legal framework (Lei Federal 9433/97), that deals with formal and administrative aspects of the Secretary of State for Environment and Water Resources portfolio (e.g. issuing environmental licenses, related decrees and resolutions). Available at: https://seama.es.gov.br/conselho-estadual-de-recursos-hidricos-cerh

B. Background

In view of the water crisis scenario (worst of the last 40 years) caused by an extreme drought that affected the entire state of Espiritu Santo, the State Agency for Water Resources (AGERH), following instructions from the state Governor, convened a meeting in the first week of 2015 to the representatives of various ministries and municipalities of the Government to form the State Hydric Committee (SHC)[130] and start to work on join short- and mid-term solutions for the water shortages. Initially the state Government established the SHC exclusively to discuss and propose solutions for the water crisis that was going on but give its inter-institutional constitution the SHC was the basis for the state's ROAM Political Committee, responsible for establishing the guidelines and overviewing ROAM Technical Committee.

Initially, the only main state secretariats, municipalities and state public companies linked to the management of water resources were invited to participate. Afterwards, representatives from other state and federal bodies, as well as academia, were also invited to address specific issues on the SHC agenda.

ICM Evaluation

1. Connectivity

(a) Membership, mission and restoration approach

Mission/objective: The Hydric Committee was convened by direct order of the Governor of Espirito Santo to face the strong water crisis, as such it aims to coordinate actions in the short and medium term to face the challenges of the water shortage along three lines of action:

- Water supply and provision for urban populations.
- Water supply for agricultural uses.
- Public policies for forest restoration in water recharge zones.

The objective of the committee is to bring together all the state government institutions related to the water sector for discussing and strategic decision making leading to an integral management of the hydric resources.

Restoration approach it endorses: One of the main lines of action promoted by the SHC is the restoration of native forest in water recharge strategical areas. For this purpose, it relied on the state Reforestation Program (Reflorestar Program) which promotes a productive restoration approach aimed at restoring the hydrological cycle through the recovery of forest cover.

Membership: The SHC is composed of 15–18 members from several state government bodies, for example:

- Secretary of Government
- Ministry of Agriculture
- Environment Secretary
- Secretariat of Social Communication
- Secretariat of Urban Development
- Sanitation Company of Espirito Santo (CESAN)

The Committee operates on-demand of its members so it does not have a preset meeting schedule. In its busiest period (January 2015 – July 2017) it met every 30–40 days on average, completing approximately 30–35 meetings during that period. To the extent that the water supply problems have lessened, the SHC's activity has also diminished. Conveyed by State top authorities, the SHC meets at Palacio Anchieta, seat of the State Government.

ICM Evaluation (continued)

1. Connectivity

Given the severity of the situation, during the first year of work, the work of the SHC was intense while working on different strategies to face crisis. At that time meetings were attended by all of its members. Subsequently, as the work of the SHC moved to more specific and less urgent topics, the meetings convened the members most directly related to the matter at hand, in which case the average attendance would be around 8-10 participants.

Other sectors involvement: So far there hasn't been a direct participation of the private sector in the SHC. Representatives of the academy, professors and researchers in the field of water management, have participated as guests and advisors in SHC meetings.

(b) Structure

The SHC has worked as a horizontal space of action coordination that meets by demand of its members. Any of them can summon a meeting. In the SHC meetings, one of the participants, usually who calls the meeting, assumes the role of facilitator as well as the tasks of registering the meeting agreements and follow-up actions to be implemented by each member. The SHC does not follow a predefined structure, nor does it have an internal regulation, it was conceived as a flexible space for multi-actor dialogue and encounter. The facilitation and rapporteur roles rotate organically among its members.

2. Health

(a) Resources

SHC does not have resources of its own. It operates on the basis of the staff time provided by the professionals that conform the group who are all state officials.

(b) Infrastructure and operational mechanisms

Convening: Counts with the political endorsement of the State Governor, but any member of the committee can summon a meeting.

Internal coordination mechanisms: The SHC was initially convened by the Government of the State but its coordination is in charge of all its members. Any of them can propose agenda items and suggest actions to follow. It is not considered an executive body (it wasn't designed to be an implementation structure) but a space for state authorities to meeting, dialogue, debate and make strategic decisions that are then operationalised individually by each of the institutions they represent.

Decision-making mechanisms: Most decisions are made by consensus and in some cases by vote (show of hands). In exceptional cases, the final decisions had to be raised to the State Governor.

Mechanisms for the inclusion of new members: The original SHC members were summoned by the Government directly as representatives of state government instances. Subsequently, by initiative of the SHC members, other participants and guests (federal government, academic sector, consultants, etc.) were nominated according to the matters to be discussed.

Members' roles: All SHC members are invited to attend the committee meetings, they can also convoke meetings or suggest agenda topics to be addressed. The facilitation and rapporteur of the meetings is rotated among the members, who have voice and vote in the all SHC decisions.

ICM Evaluation (continued)

2. Health

(c) Advantage and added value

The SHC added value has been to generate an effective dialogue space for the different institutions of the public sector in which they can agree and coordinate strategic actions for the integral management of the water resource in the short and medium term. This enabled the state authorities to effectively respond and mitigate some of the immediate effects of the water shortage as well as to plan ahead and put in motion mid-term and long-term processes to increment the state's resilience for future climate variations through strengthening the existing State Reforestation Program (Programa Reflorestar).

3. Results

(a) Achieved outcomes

In terms of water supply, the SHC promoted the creation of new reservoirs, as well as important social communication campaigns for the rational use of the hydric resources.

In terms of territorial planning, the SHC encouraged and supported the formulation of management plans for prioritised watershed.

In terms of forest restoration, the SHC gave an important boost to the Reflorestar Program, which although existed before the creation of the Committee, it was thanks to its support that was promoted to state government priority programme. This allowed the programme to have access to new financial resources to operate, create new incentives for rural producers and establish an important alliance with a private bank for the financial management of the PES mechanism. This ultimately led to the scaling of restoration actions state wide and the achievement of the goal of restoring 80,000 ha.

(b) Goal, impacts and sustainability

Sustainability: The SHC was created by initiative of the current state government, which concludes its mandate in December 2018. The continuity of the Committee is not guaranteed in the current institutional setting since it has not been formally constituted (it has no legal support). However, its functional value could contribute to guaranteeing its continuity over time as the Committee has proved to be a necessary coordination space for the successful management of the state water resources.

Annex 2: List of participants at webinar

- Jesús Carrasco - General coordinator of conservation and restoration CONAFOR Mexico
- Jorge Quezada - Director of cooperation and projects - MARN El Salvador
- Hugo Giraldo Barrera - Specialised professional, Forests, Biodiversity and Ecosystem Services Direction - MINAMBIENTE Colombia
- Sara Yalle - Director of the management of sustainable forest heritage management - SERFOR Peru
- Marcos Sossai - Reforestation Program Coordinator - Estado de Espirito Santo, Brazil
- Roger Villalobos - Natural Forest Management Specialist - CATIE
- Walter Vergara - Senior Fellow - WRI
- René Zamora - Global Restoration Initiative – WRI
- Luciana Gallardo – Research Analyst – WRI
- Maria Franco – Associate - WRI
- Adriana Vidal - Senior forest policy officer - IUCN
- Alejandro Imbach – Consultant - IUCN

Annex 3: Webinar participants' guidelines

Assessment study of forest landscape restoration policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean

Guide for presenters

- Webinar – 15 December 2017 -

Background

As part of the 20x20 Initiative activities, the International Union for the Conservation of Nature is carrying out a study under the title "Assessment study of forest landscape restoration (FLR) policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean". The objective of this study is to analyse the role and impact of inter-institutional and inter-sectoral coordination mechanisms in the design and implementation of FLR in five countries of Latin America and the Caribbean.

For this purpose, the study will present and analyse information on the specific political and governance context of each country that led to the creation and functioning of these inter-institutional and inter-sectoral coordination mechanisms, the activities and results of these mechanisms, as well as their main impacts in terms of political incidence and implementation of FLR actions in the field.

The study will analyse the experiences, lessons learned and impacts related to inter-institutional and inter-sectoral coordination mechanisms to assess the extent to which these coordination mechanisms represent important enabling conditions for FLR.

As part of launching this study, a webinar will be held on 15 December 2018 to provide a space for technical partners and country members of the 20x20 Initiative to share their experiences and knowledge on the impact of interinstitutional arrangements in their countries.

This document offers a guide for the presentations that participants will be sharing on the webinar.

Presenter's guide

The following questions offer ideas and guidance for the preparation of the presentations to be shared in the webinar on 15 December.

Note: Please take into account that the total duration foreseen for your presentation is 20 minutes.

First part (1 or 2 slides)
Basic country context in terms of degradation/restoration

Provide a brief description of the state of conservation and degradation of forest ecosystems in your country based on relevant data (e.g. forest cover, economic and ecosystem contributions of the forestry sector, deforestation rate, main drivers of deforestation, existing restoration efforts, institutional initiatives in progress, etc.). Please keep this section of your presentation within a maximum duration of 5 minutes.

Second part (1 to 3 slides)
FLR current policy framework

According to your perspective, which are the main milestones/achievements in your country over the last 10 years in terms of policies that promote FLR? It can be:

- regulations, laws, national agreements, national policies, country international commitments;
- or planning instruments such as national strategies, sectoral plans, etc.;
- as well as the creation of new units, departments within state institutions;
- other advances / achievements that you consider relevant.

Please also add the information at the sub-national level that you consider relevant.

Third part (1 to 3 slides)
Existing interinstitutional/inter-sectoral coordination mechanisms

Is there an inter-institutional/inter-sectoral group or mechanism in your country that advocates for policies that promote FLR? Examples of these groups can be working groups, national roundtables, coordination groups, inter-institutional groups, stakeholder groups, committees or cabinets that work on this topic.

If yes, could briefly describe this group taking into account the following aspects:

- Since when does it exist and operate?
- Is this a formally constituted group, with some institutional rank or recognition or is it an informal group?
- Is it binding or consultative?
- Who conform this group (government representatives, civil society, communities)? What is the approximate number of participants? What institutions or groups do they represent?
- In two lines, how would you describe the mission this group?
- Could give a brief description of how the group operates considering these categories:
  - internal structure (coordination, management, chair, secretariat, others).

  - frequency of meetings
  - resources with which it operates
  - planning tools or plans of any kind
- What do you think are the 3 most important results that this group has achieved in terms of policies that promote FLR?

If you have questions or queries regarding this guide and the preparation of your presentation, please contact us: adriana.vidal@iucn.org or aimbach@gmail.com.

Annex 4: Open interview guide for 20x20 focal points and technical partners

"Assessment study of forest landscape restoration policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean"

- Interview guide for countries focal points -

1. Forestry sector

- Current status of resources
- Main degradation drivers
- Main restoration efforts
- Resources to consult - documents/websites

2. Normative and political framework

- What is the state authority in forestry matters?
- What is the main binding legal framework? - laws, decrees, norms
- What are the main planning tools? - plans, strategies
- What are the main public policies/programmes/state projects?

3. ICMs

- Sources of information, people to interview to collect relevant data for each mechanism

Dimensions	Variables	Questions
Connectivity	Membership	• Are there existing FLR coordination mechanisms in place? • Which ones? • Who integrates them? • What type of roles exist in those mechanism? • Since when do they exist? • Whose participation is required for ICMs to achieve its intended objectives?
	Structure	• How do they operate? • Who leads them? • Who convenes participants? • What has been the response so far? How is the participation? • How are new participants added? • Have any participants left?
Health	Resources	• With what resources do they count on? • What resources do they need? • What is the viability over time (sustainability) of these mechanisms?
	Infrastructure	• How are the decision-making mechanisms? • What type of institutional support do they have? • Are these mechanisms formally constituted? - legal recognition
	Added value	• What is the added value of these mechanisms? • What makes them unique, particular and important?
Results	Achievements	• What are the main results achieved by these mechanisms?
	Goals	• What are the main outcomes/impacts these mechanisms would like to achieve?

Annex 5: List of interviews conducted with 20x20 focal points and technical partners

#	Name of person	Institution – Organisation	Country	Date of interview
1	René Zamora	WRI	Regional	16-Jan-18
2	Miguel Moraes	IUCN	Espirito Santo – Brazil	17-Jan-18
3	Hugo Giraldo	MINAMBIENTE	Colombia	18-Jan-18
4	Marcos Sossai	Reforestation Program Coordinator	Espirito Santo – Brazil	22-Jan-18
5	Adriana Vidal	IUCN	Regional	23-Jan-18
6	James McBreen	IUCN	Regional	23-Jan-18
7	Manuel Guariguata	CIFOR	Regional	26-Jan-18
8	Daniella Schweizer	CIFOR	Regional	29-Jan-18
9	Silvio Simonit	IUCN	Mexico	29-Jan-18
10	Taryn Sánchez	Reforestamos Mexico	Mexico	31-Jan-18
11	Sara Yalle	SERFOR	Peru	2-Feb-18
12	Jorge Quezada	MARN	El Salvador	7-Feb-18
13	Severino Rodrigo	Pacto para la Mata Atlantica	Brazil	18-Feb-18
14	Daniela Poveda	IICA	Colombia	2-Mar-18
15	Harlem Mariño Siu	DAR	Peru	9-Mar-18
16	Adriana Abardia	CONVERSA	Mexico	12-Mar-18
17	Mónica Rodríguez	CONVERSA	Mexico	12-Mar-18

Annex 6: List of selected ICM

Country	ICM name	Created on	Scope	Legal status	Current status
El Salvador	National Restoration Roundtable (NRR)	Jan-17	National	Formal constitution supported by CONASAV's legal statute	Active
Mexico (Yucatan Peninsula states)	Yucatan Peninsula Climate Change Regional Commission (CCRC)	Mar-15	Sub-national (Yucatan Peninsula)	Formal constitution with full recognition of the state of Campeche, Quintana Roo and Yucatan	Active
Colombia	National Advisory Restoration Roundtable (NARR)	Oct-17	National	Informal mechanism conveyed by Minambiente	Active
Peru	Working Group for the Recovery of Degraded Areas - (RAD Working Group)	Sep-15	National	Formal constitution under SERFOR structure and regulations	Inactive
Brazil (Espirito Santo State)	Espirito Santo State Hydric Committee (SHC)	Jan-15	State of Espirito Santo	Informal working group conveyed by the State Governor	Active

Annex 7: Semi-structured interview guide for FLR ICM focal points and participants

"Assessment study of forest landscape restoration policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean"

- Interview guide for ICMs -

Pillar	Dimension	Questions

Connectivity	**Membership**
	The people or organisations that participate in a network
		• Network creation: date, status (formal/informal mechanism), scope (national/regional), topics.
		• How was it created? Brief description of the process.
		• Who participates in the network and what role does each member play?
		  ▪ List of members and roles
		• Who is connected to whom?
		  ▪ Are members related to each other or it has a centralised format?
		• Who should be included but it's not (notorious absences)?
		  ▪ Desirable experience, skills, political leadership, mandate.
		• Is membership adjusted to meet changing network needs?

	Structure
	How connections between members are structured and what flows through those connections
		• What are the number, quality and configuration of network ties?
		  ▪ Legal status?
		  ▪ How frequent do they meet?
		  ▪ Internal configuration: leaders, chairman, conveyors
		• What is flowing through the network — information and other resources?
		  ▪ "Shape" of the network: centralised/radial, multiple nodes, mixed.
		• How dependent is the network on a small number of individuals?
		• Is structure adjusted to meet changing network needs and priorities?

Pillar	Dimension	Questions

Health	**Resources**
	The material resources a network needs to sustain itself (e.g., external funding)
		• What type and level of resources does the network have?
		  ▪ Description of network resources and contributions
		• Has the network secured needed material resources?
		  ▪ Limiting resources?
		• How diverse and dependable are these resources?
		• How are members contributing resources to the network?
		• Is the network adapting its business plan over time?
		  ▪ Is there a plan/strategy?
		  ▪ Who participated in its design?

	Infrastructure *Internal systems and structures that support the network (e.g., communication, rules and processes)*	• What infrastructure is in place for network coordination and communications? • What are the network's governance rules and how are they followed? ▪ Are there internal agreements about the network operation? • Do decision-making processes encourage members to contribute and collaborate? • How are the network's internal systems and structures adapting?
	Advantage *The network's capacity for joint value creation*	• Do all members share a common purpose for the network? ▪ What's the network mission, purpose? • Are members working together to achieve shared goals, including goals that emerge over time? • Are all members contributing to network efforts? • How are members adding value to one another's work? • Are members achieving more together than they could alone?
Results	**Interim outcomes** *Results achieved as the network works toward its goal or intended impact*	• Are there clear signals of progress/interim outcomes for the network and are they understood and measured by members? • Is the network making progress on interim outcomes that signal progress on the way to longer-term goals or intended impacts?
	Goals or impacts *The ultimate goal or results the network is after*	• At which level(s) are impacts expected — on individual members, on members' local environments and/or on members' combined impact on their broader environment? • If the goal is achieved or ultimate impacts observed, can a plausible and defensible case be made that the network contributed to them?

Annex 8: List of interviews conducted with FLR ICM focal points and participants

#	Name of person	Institution – Organisation	Country	Date of interview
1	Marcos Sossai	Reforestation Program Coordinator	Espirito Santo – Brazil	22-Jan-18
2	Silvio Simonit	IUCN	Mexico	29-Jan-18
3	Taryn Sánchez	Reforestamos Mexico	Mexico	31-Jan-18
4	Sara Yalle	SERFOR	Peru	2-Feb-18
5	Jorge Quezada	MARN	El Salvador	7-Feb-18
6	Andrea Borda	IICA	Colombia	14-Feb-18
7	Cecilia Vides	GIZ	El Salvador	16-Feb-18
8	Sébastien Proust	TNC	Mexico	19-Feb-18
9	Angel Salazar Vega	SERFOR	Peru	27-Feb-18
10	Wilson Ramírez	Humboldt Institute	Colombia	6-Mar-18
11	Javier Magaña	MARN	El Salvador	9-Mar-18
12	José Antonio Montero	Pro Natura Chiapas	Mexico	12-Mar-18
13	Kryssya Michelle	PNUD	El Salvador	27-Mar-18
14	Héctor Cisneros	FAO	Peru	4-Apr-18
15	Rafael Robles de Benito	Secretariat of Ecology and Environment	Quintana Roo - Mexico	6-Apr-18
16	Robson Leite Nascimento	Espirito Santo Sanitation Company	Espirito Santo – Brazil	7-Apr-18

Annex 9: Perception survey for ICM participants

Assessment study of forest landscape restoration policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean

- Perception survey for ICM participants -

Introduction

Within the framework of the 2020 Initiative, IUCN is carrying out an " Assessment study of forest landscape restoration policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean". One of the objectives of this study is to better understand the origins, structure and functioning of the inter-institutional and inter-sectoral coordination mechanisms (ICM) related to FLR existing in five Latin American countries.

In pursuit of this objective we have conducted semi-structured interviews with those who coordinate or convene these mechanisms, as well as with some of its participants. With the intention of complementing the base information collected, we designed this survey that aims to capture the perception of the participants of these mechanisms with respect to certain key issues around the purpose, performance and operation of these mechanisms.

We greatly appreciate the time spent completing the questions in this survey. We will make sure to get the results of the study to all participants as soon as they are available.

1. Do you participate in a coordination ICM related to forest landscape restoration?: ___ YES ____ NO

[IF you do] Which one? *(Select one of the options from below)*

- Pact for the restoration of the Atlantic Forest - Brazil
- National Restoration Advisory Board - Colombia
- Regional Committee for Climate Change of the Yucatan Peninsula - Mexico
- RAD working group - Peru
- National Restoration Table - El Salvador
- Local Advisory Committee of the El Imposible Conservation Area-Barra de Santiago - El Salvador

2. According to your opinion, **what does this mechanism aim to coordinate?** *(Select the 4 most relevant options)*

- Participatory creation or reform of regulatory framework/public policies/national strategies related to FLR.
- Implementation of FLR actions at the national or sub-national level.
- Agreement on technical and conceptual definitions related to the FLR.
- Promote, coordinate and provide technical advice for the execution of FLR actions or strategies.
- Awareness and promotion of FLR approach to gain political/institutional support from key actors.
- Definition of priority zones to carry out FLR actions.
- Identification of funding sources for FLR actions.
- Follow-up of national commitments on FLR (Bonn Challenge and/or Initiative 20x20).
- Other: _____.

3. According to your opinion, **which sectors participate actively**[131] in this mechanism *(Assign a score of 1-6 according to order of importance; in case a sector does not participate at all give it a value of 0)*.

- Governmental institutions from the environment sector (ministries, environment secretariat, decentralised agencies, attached bodies).
- Governmental institutions from the agricultural sector (ministries, secretariat of agriculture, decentralised agencies, attached bodies).
- Regional and/or local governments.
- Other governmental institutions, which one: _____
- Private sector: from what sector (what sectors: cane, livestock, etc.) _____
- Academy
- Civil society organisations
- Other sector: _____

131 We understand by active participation when the representative person:

- regularly attends meetings,
- shares opinions in the meetings,
- follows up on what is being worked on or discussed in this coordination mechanism,
- makes contributions to the discussions,
- shows active interest in the topics dealt with in this coordination mechanism.

4. According to your opinion, **the three main themes/priorities related to restoration** promoted by this coordination mechanism are *(Select up to 3 options)*:

- Rehabilitation of degraded soils
- Conservation and recovery of watersheds
- Restoration of productive landscapes
- Ecological restoration/biological corridors, natural protected areas.
- Natural/assisted revegetation of primary/natural forests
- Carbon sequestration
- Other: _____

5. According to your opinion, what are **the three main limitations** that this coordination mechanism faces today to achieve its proposed objectives? *(Select up to 3 options)*

- Insufficient resources to implement their plans.
- Lack of technical capacity and/or knowledge on the subject.
- It has not yet been possible to summon the relevant actors.
- Low capacity to implement actions.
- Little capacity to influence public policy.
- Members do not yet share a common purpose.
- Members do not yet have an agreed common agenda.
- Members do not have a restoration focus and clear technical definitions on the subject.
- Excessive planning.
- Little interest/participation from members.
- Little support/interest from national authorities.
- Little involvement of the environmental sector.
- Little involvement of the agricultural sector.
- Members do not have effective communication mechanisms.
- Other: _____.

6. According to your opinion, what are **the three main strengths** of this coordination mechanism to achieve its proposed objectives? *(Select up to 3 options)*

- The coordination mechanism is meeting its goals and objectives.
- Internal communication systems work well.
- The coordination mechanism has established mechanisms to promote accountability (MoU, letters of agreements, contracts, etc.).
- The mechanism is creating value for its members and the organisations/institutions they represent.

- Members share a common purpose.
- Members work together to advance the proposed objectives and meet their commitments.
- Members achieve more together than they would do on their own.
- All members contribute with time and/or resources.
- Members have the material resources and skills necessary to advance the proposed objectives.
- Members have the network/contacts they need to advance the proposed objectives.
- Other: _____.

7. According to your opinion, what has been **the main result achieved** by this coordination mechanism so far? *(Select 1 option).*

- Participatory creation or reform of regulatory framework/public policies/national strategies related to FLR.
- Implementation of FLR actions at the national or sub-national level.
- Agreement on technical and conceptual definitions related to the FLR.
- Promote, coordinate and provide technical advice for the execution of FLR actions or strategies.
- Awareness and promotion of FLR approach to gain political/institutional support from key actors.
- Definition of priority zones to carry out FLR actions.
- Identification of funding sources for FLR actions.
- Follow-up of national commitments on FLR (Bonn Challenge and/or Initiative 20x20).
- Other: _____.

Please describe in a few lines this main result: _____
_____
_____
_____

8. According to your opinion, **how influential is this coordination mechanism** in the restoration context of your country?

- Totally influential
- Very influential
- Moderately influential
- Little influential
- Not influential

9. From your perspective, **how well aligned are the forest restoration and REDD+ processes** in your country:

- Fully aligned
- Very aligned
- Moderately aligned
- Little aligned
- Nothing aligned

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