Terms of Reference

CONSULTANCY - Develop an assessment study of forest landscape restoration policy and institutional and stakeholder coordination mechanisms in Latin America and the Caribbean

1. Background/rationale

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. Implementation of FLR in countries is promoted internationally by the Bonn Challenge, and in Latin America and the Caribbean Initiative 20x20 supports further ambition towards this global aspiration.

Inter-institutional and inter-sectoral coordination mechanisms on forest landscape restoration have had different levels of influence and impact in shaping the design and implementation of FLR policy instruments and institutional arrangements across Latin America and the Caribbean. In some cases, these coordination mechanisms have promoted or developed recommendations and action plans invigorating the implementation of restoration actions by integrating elements that were not considered before (gender approaches, participation of indigenous people, consideration of traditional knowledge, practical considerations based on local context, etc.), which ultimately have enhanced existing governance settings.

Countries in Latin America and the Caribbean that have advanced forest landscape restoration agendas have structured their governance arrangements – including their inter-institutional and inter-sectoral coordination mechanisms – in different ways, according to their own national contexts. To understand what works, and why, we need to study the role that different institutional arrangements and stakeholder coordination schemes have had as an enabling condition for forest landscape restoration. By assessing the degree to which these coordination mechanisms are factors in the success and effectiveness of the design and/or implementation of forest landscape restoration strategies and actions, important lessons will be extracted and then shared with target audiences.

2. Hypothesis

The hypothesis of this assessment study is that inter-institutional and inter-sectoral coordination mechanisms are essential to landscape approaches, such as FLR, allowing for the construction of a shared vision across different actors (including the non-governmental and private sectors) on how to address multiple challenges at the landscape level -which ultimately influences the process of designing, and implementing forest landscape restoration interventions.

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[1] Cohen-Shacham, E., Walters, G., Janzen, C. and Maginnis, S. (eds.) (2016). Nature-based Solutions to address global societal challenges. Gland, Switzerland: IUCN. xiii + 97pp. Available at https://portals.iucn.org/library/node/46191

3. Objective

The consultant will deliver an assessment study of the role and impact that inter-institutional and inter-sectoral coordination mechanisms have had as an enabling condition for forest landscape restoration design and implementation in 5 targeted countries in Latin America and the Caribbean.

The assessment study will respond to the background, rationale, objectives and scope as presented above and in the concept note of the policy study titled 'Scaling up forest landscape restoration policy through institutional and stakeholder coordination mechanisms: experiences and lessons from Latin America and the Caribbean', attached as Annex 1.

The results of this study will equip the 20x20 network and governments in pursuit of implementing the Bonn Challenge/20x20 commitments with additional knowledge and tools to consider enhanced inter-institutional and inter-sectoral coordination mechanisms for forest landscape restoration interventions across sectors and scales.

4. Approach

The study will analyze FLR-related experiences, lessons and impacts from 5 targeted countries' inter-institutional and inter-sectoral coordination mechanisms for forest landscape restoration. The extent to which FLR institutional and stakeholder coordination mechanisms represent important enabling conditions for forest landscape restoration as part of a broader package of policy and governance arrangements will be assessed.

In order to do this, the study will present and analyze information on the country-specific policy and governance context that led to these FLR inter-institutional and inter-sectoral coordination mechanisms, the activities and outcomes from these mechanisms, as well as the impacts in terms of policy uptake, actors & stakeholders, and across implementation on the ground.

5. Deliverables

The consultant will deliver the following products:

a) An inception report detailing:
   a. the analytical framework that will be used to assess data on country-specific institutional coordination arrangements and the policy and governance context in which such arrangements exist
   b. The data collection strategy including but not limited to target stakeholder interviews and document review
   c. Criteria against which data will be assessed
   d. An annotated report outline detailing main headings and content
   e. A work plan to apply the analytical framework within the consultancy timeframe

b) A draft evidence-based report of no more than 25 pages, excluding annexes and executive summary, using as sources i) written academic and non-academic publications, written inputs from 20x20 partners and country focal points, publication

drafts from 20x20 partners, and ii) information from interviews with 20x20 focal points from targeted countries (at least 5 key informant interviews per country), information drawn from the webinar organized by IUCN that will take place in the last quarter of 2017 as part of the preparation of this study.

c)   A second draft based on 20x20 partners input, and

d)   A third and final draft based on the input from a peer review process.

e)   A 10 slide presentation highlighting the assessment's key process and findings.

Detailed guidance on the implementation of the study, including assumptions, critical questions to be included, liaison with 20x20 partners and country focal points, and adherence to the overall objective of the study is available and will be provided through the IUCN Global Forest and Climate Change Forest Policy Officer, Adriana Vidal (adriana.vidal@iucn.org) and Monitoring and Learning Officer, Julien Colomer (julien.colomer@iucn.org).

6. Target audiences

Target audiences will be government decision-takers of countries in Latin America and the Caribbean whose work have an impact on forest and land use decisions relevant to FLR. Stakeholders that are part of participatory decision-taking processes relevant to forest landscape restoration.

The assessment study will be produced in English and will be translated to Spanish. The study's official launch will take place at the Bonn Challenge Latin American Ministerial meeting in Guatemala in May 2018.

7. Timeline for the consultancy

Year		2017				2018			
Month	9	10	11	12	1	2	3	4	5
Activities									
Analytical framework									
Work plan									
Data collection and analysis									
First draft written report for IUCN input									
Second draft written report for 20x20 focal points and partners' input									
Third draft for peer review									
Final draft									

8. Budget

The budget for this consultancy is for a maximum of USD 25,000.

How to Apply

Interested applicants are invited to submit a cover letter and CV demonstrating their interest and qualifications to perform the described services based on the ToR.

Interested consultants may obtain further information by contacting Forest and Climate Change Forest Policy Officer, Adriana Vidal (adriana.vidal@iucn.org)

All CVs and cover letters for consideration must be submitted to IUCN no later than **5th October 2017** by email to adriana.vidal@iucn.org.

The subject heading of the email should be "**Application, GFCCP Policy Study LatAm-[Proposer's name]."**

Concept Note
for development of a study on

Scaling up forest landscape restoration policy through
institutional and stakeholder coordination mechanisms:
Experiences and lessons from Latin America and the Caribbean

This concept note provides the background and rationale, defines the objectives and scope, and identifies contributors, publishing arrangements, proposed activities and timeline for a study on country experiences, lessons and impacts from institutional and stakeholder coordination mechanisms that provide an important enabling condition for forest landscape restoration as part of a broader package of policy and governance arrangements. The study is based on the experiences and identified needs of the members and partners of the Bonn Challenge and Initiative 20x20 in the Latin America and Caribbean region.

The development of the study is supported by the project *Accelerating Action on REDD+ through Forest Landscape Restoration*, funded by NICFI and implemented in partnership between WRI and IUCN.

Background and rationale

The Bonn Challenge is a worldwide effort to bring 150 million hectares of deforested and degraded land into restoration by 2020, and 350 million hectares by 2030. To date, forty-five governments, companies and organizations have committed to restore over 156 million hectares as part of this initiative. The Bonn Challenge is an implementation vehicle for addressing domestic sustainable development priorities such as water, food security and rural development, while simultaneously helping governments and country stakeholders to contribute to the achievement of national priorities and international commitments on climate change, biodiversity and land degradation neutrality, as well as to achieve the Sustainable Development Goals. The Bonn Challenge is underpinned by the concept of forest landscape restoration (FLR) as 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 landscapes.

Initiative 20x20 is a country-led regional platform which aims to bring 20 million hectares into restoration by 2020. 16 Latin American countries are leading this initiative alongside 14 private finance groups and 27 agencies, bringing in the knowledge and experience on science and technology as part as Initiative 20x20's technical committee. Restoration efforts under Initiative 20x20 are a direct contribution to the Bonn Challenge in Latin America and the Caribbean, and play a key role in achieving the goals stated under the New York Declaration on Forests - a non-legally binding political declaration

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[1] Cohen-Shacham, E., Walters, G., Janzen, C. and Maginnis, S. (eds.) (2016). Nature-based Solutions to address global societal challenges. Gland, Switzerland: IUCN. xiii + 97pp. Available at https://portals.iucn.org/library/node/46191

to take and enhance action to halt deforestation and accelerate restoration globally, which in 2011 endorsed the Bonn Challenge[2].

In the Latin America and the Caribbean region there are a diversity of policy instruments that are supportive of forest landscape restoration. In some cases, forest landscape restoration is supported by national and subnational policy instruments, which aim to address a set of objectives from a diverse but complementary pool of topics, such as biodiversity loss, desertification, climate change, among others. In other instances, forest landscape restoration is the subject of specific national strategies or policies crafted to address restoration through a concerted group of actions. Other key policy arrangements on forest and land use (related for example to land tenure, forest conservation incentives, regulations to impede forest clearing, among others) also play a role in enabling forest landscape restoration.

The development and / or implementation of policy instruments, with direct and indirect impacts on the progress of forest landscape restoration, is often interlinked with institutional arrangements that, as an additional layer of the enabling environment, could affect their ultimate success. Institutional arrangements for restoration should set up roles of the different government actors (cross-sectoral and multi-level), which ensures institutional ownership and responsibility when performing leading and complementary roles to advance what has been set out in policy instruments, especially for landscapes approaches such as FLR. In addition to this, institutional arrangements for restoration should also be translated into tangible and effective coordination across actors, including non-governmental stakeholders. These inter-institutional and inter-sectoral coordination mechanisms are usually formalized as national or subnational permanent roundtables or commissions, national or subnational workshops, consultations processes, among others.

Inter-institutional and inter-sectoral coordination mechanisms on forest landscape restoration have had different levels of influence and impact in shaping the design and implementation of policy instruments and institutional arrangements across Latin America and the Caribbean. In some cases, the work through these coordination mechanisms has translated into recommendations and action plans directed to invigorating the implementation of restoration actions by bringing on elements that were not considered before (gender approaches, participation of indigenous people, consideration of traditional knowledge, practical considerations based on local context, etc.), which ultimately have influenced the modification and improvement of existing governance settings.

Countries in Latin America and the Caribbean that have advanced forest landscape restoration agendas have structured their governance arrangements – including their inter-institutional and inter-sectoral coordination mechanisms – in different ways, responding to their own national contexts. Based on the diverse degree of progress and experiences across the region, there is great potential to study the role that different institutional arrangements and stakeholder coordination schemes have had as an enabling condition for forest landscape restoration strategies, assessing the degree in which these schemes have weight – as a factor in the success and effectiveness of the design and/or implementation of forest landscape restoration strategies and actions. The study will address the hypothesis that inter-institutional and inter-sectoral coordination mechanisms are essential to landscape approaches, such as FLR, allowing for the construction of a shared vision across different actors, including the non-

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[2] Chile, Colombia, Costa Rica, Ecuador, Mexico, Panama and Peru are signatories of the New York Declaration on Forests.

governmental sector, on how to address multiple challenges at the landscape level -which ultimately influences a legitimate process of designing, improving, and implementing forest landscape restoration interventions.

Objectives and scope of the study

The objective of this study is to identify and share country experiences and lessons learned regarding the role and influence that different institutional arrangements and related policies have had in enabling progress on the design and implementation of coherent forest landscape restoration strategies and interventions, focusing on the role and impact that inter-institutional and inter-sectoral coordination mechanisms have had in the governance of forest landscape restoration. The geographical scope will be selected countries in Latin America and the Caribbean that are part of the Bonn Challenge and Initiative 20x20.

For this purpose, the study will examine inter-institutional and inter-sectoral coordination mechanisms that have been put in place in countries focusing, for example, on the policy processes and instruments (or the lack of) that justified their creation, the actors involved, their mandates and the reported outcomes. With this baseline information the study will aim to identify the degree of influence that different types of actors and processes have had in the outcomes of these mechanisms, as well as the impact that the coordination mechanisms have had in shaping the implementation or in modifying the existing governance arrangements. To achieve this, the study will use a simple analytical framework which will help systematize information from country institutional coordination arrangements and their strengths and opportunities in shaping overall FLR enabling environment.

This study will equip the 20x20 network and governments in pursuit of implementing the Bonn Challenge/20x20 commitments with additional knowledge and tools to consider enhanced institutional arrangements for forest landscape restoration interventions across sectors and scales. In addition, the study will be tailored to the needs of the 20x20 community to identify gaps and provide recommendations that could be deemed useful when considering setting up or improving new and existing inter-institutional and inter-sectoral coordination mechanisms. In addition to strengthening the restoration movement in Latin America and the Caribbean, the results and lessons learned will serve as examples of effective country initiatives that could be replicated in other countries in other regions.

This study will contribute to a better understanding of the factors related to institutional arrangements that have placed countries in a favorable position, and will highlight lessons learned to ensure coherent restoration interventions as well as the factors that have slowed down their progress, from a policy and institutional standpoint.

The knowledge gained through the study will be presented in the form of a report. The information will be simple and concise, and easily accessible to all relevant stakeholders.

Partner roles and responsibilities

IUCN will lead the development of this study as described in the section above, in collaboration with targeted countries in the Latin American and Caribbean region and other technical partners of Initiative 20x20, which will be invited and encouraged to provide substantial input during the elaboration of this study, specially pertaining in-country information.

Publishing

This product is IUCN's contribution to Initiative 20x20 and Bonn Challenge. Accordingly, the document's content will ensure that linkages to the Bonn Challenge and Initiative 20x20 goals and partners are clear. Proper acknowledgement of institutional and individual contributions from 20x20 countries and partners will be included. The report will follow a peer review and publication process set under IUCN's publishing guidelines.

Dissemination

The report developed under this study will be shared with relevant stakeholders and disseminated through 20x20 and the Bonn Challenge networks, the Bonn Challenge and InfoFLR websites. The official launch of this study is expected to take place during the Bonn Challenge Latin America ministerial meeting in Guatemala, in May 2018.

Implementation

Proposed Tasks and Activities:
1. Develop Concept Note and share with WRI and CIAT for initial input.
2. Present Concept Note to Initiative 20x20 countries and partners.
3. Develop a work plan, methodology, and outline for the study.
4. Identify co-authors (including engaging with 20x20 focal points which will provide input to the web-based workshop and to the study).
5. Prepare and carry out of web-based workshop.
6. Collect data (desk review, surveys, interviews, input from 20x20 focal points etc.).
7. Prepare and present draft to focal points for review and validation.
8. Incorporate edits and finalize report
9. Carry out peer review (including country focal points)
10. Launch the report at the Bonn Challenge meeting in Guatemala in May 2018 and disseminate the report via online platforms

Expected deliverables
- ☑ Final draft before peer review process – by March 2018

☑ Final report showcasing forest landscape restoration policy analysis of restoration activities in Latin America and the Caribbean – by mid May 2018

This study will start on August 2017 and be completed in final draft (before peer review) by 31 March 2018, in alignment with the end of AA's project cycle. See below proposed timeline:

Activity	2017					2018				
	08	09	10	11	12	01	02	03	04	05
Develop Concept Note and share with WRI and CIAT for initial input	■	■								
Present Concept Note to Initiative 20x20 countries and partners		■								
Develop methodology, work plan and outline		■								
Identify authors			■							
Prep work and carry out webinar			■							
Launch web-based discussion platform session			■							
Data collection and writing process			■	■	■					
Round of comments by 20x20 partners						■				
Incorporate edits and finalize report							■			
Peer review								■	■	
Online launch of report & official launch at Bonn Challenge meeting in Guatemala 2018										■