



Training: Environmental and Social (E&S) Risk and Impact Management in Land Use Finance

November 29th, 2023 UNEP and UNEP-WCMC



Module structure

Introduction to risk and impact management

Learners should be able to understand why sustainable land use investments are needed, what issues should be considered, and how to generate impact

Responding to key environmental and social risks

Learners should be able to understand the business case for risk management and how to develop a risk management and monitoring framework in screening and post-investment phases

Demonstrating positive impacts and leveraging monitoring capabilities

Learners should be able to understand positive impacts that can be generated in this space and which tools and capacities can help with identifying, assessing and monitoring them



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Module 3

Demonstrating positive impacts and leveraging monitoring capabilities

- 1. An introduction to impact investing and impact strategies
- 2. Setting positive impact indicators
- 3. Creating appropriate monitoring systems
- 4. Reporting for impact



Module 3

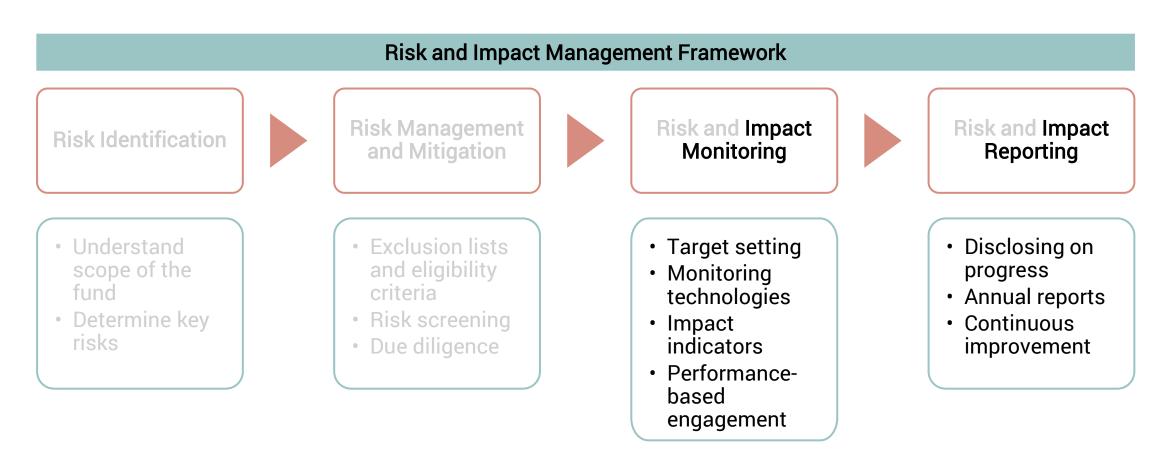
Demonstrating positive impacts and leveraging monitoring capabilities

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- 4. Reporting impact



A refresher on what is covered by this module

After defining impact objectives, funds should focus on setting up a risk and impact management framework:



Context on impact investing



GIIN defines the *core characteristics* of impact investing as:

- 1. Intentional contribution to positive social and environmental impact alongside a financial return
- 2. Use of evidence and impact data in investment design
- 3. Management of impact performance
- 4. Contribution to impact investment growth

IFC's Operating Principles for Impact Management establishes nine features of effective impact management



Strategic Intent

- Define strategic impact objective(s), consistent with the investment strategy.
- Manage strategic impact on a portfolio basis.

Origination & Structuring

- Establish the Manager's contribution to the achievement of impact.
- Assess the expected impact of each investment, based on a systematic approach.
- Assess, address, monitor, and manage potential negative impacts of each investment.

Portfolio Management

- Monitor the progress of each investment in achieving impact against expectations and respond appropriately.
- Impact at Exit
- Conduct exits considering the effect on sustained impact.
- 8. Review, document, and improve decisions and processes based on the achievement of impact and lessons learned.

Independent Verification

Publicly disclose alignment with the Principles and provide regular independent verification of the alignment.

Source: OPIM 2023

A general template to setting an impact strategy

3

An impact strategy, generally framed as a theory of change, helps clarify impact priorities and objectives, as well as setting a concrete plan to reach them. Below is an indication of how to frame your thinking around setting an impact strategy:

1

Set your impact objectives

Define the stakeholders affected by your investments

Understand your entry point / key actions

Be aware of **risks** and limitations

4

Reflect on expected measurable outputs

To set overall impact objectives, consider using the process set up in Module 1 of this training programme

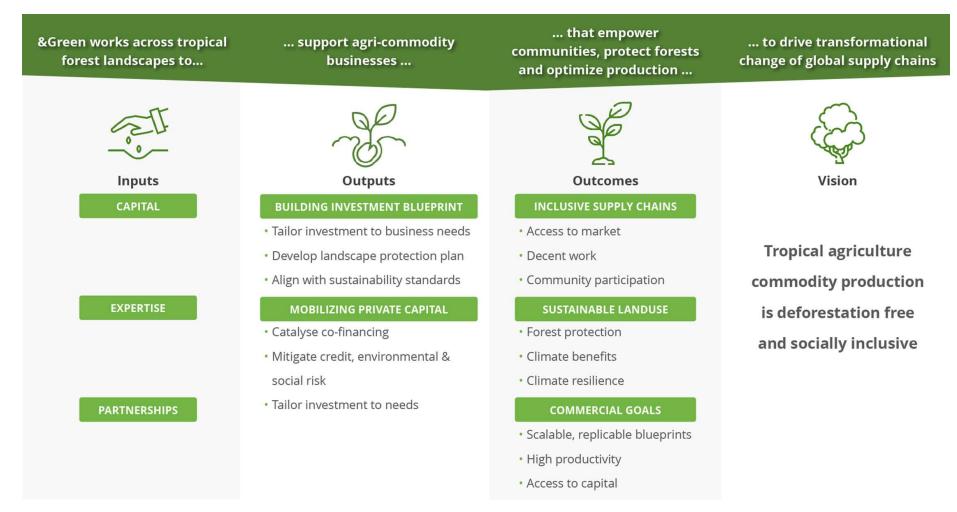
Consider parties that you seek to benefit through your impact strategy, whose behaviour you wish to influence, or who will be broadly affected by your investments

Examples include providing investment, technical assistance, a product or service, or a combination

Consider internal and external barriers to achieving your theory of change and preemptively work to address the risks that can result from them

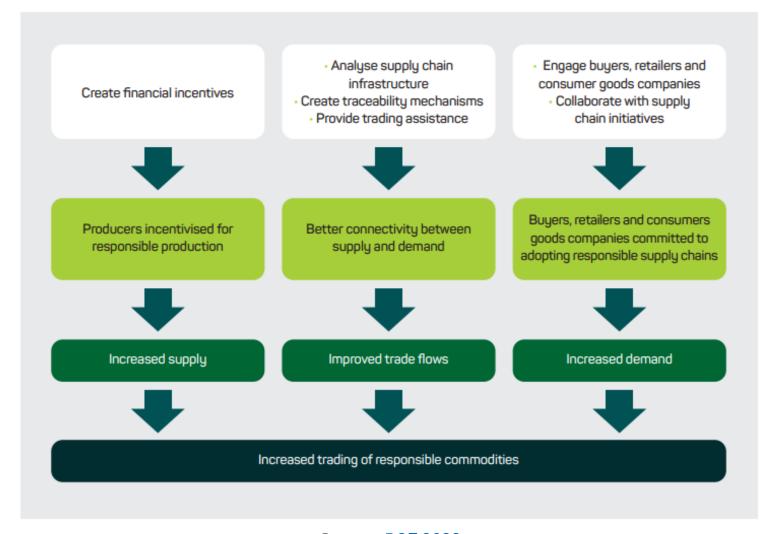
Understand your data needs for monitoring outputs and set performance metrics and quantitative evidence-driven targets

Example of a theory of change: &Green



Source: & Green 2023

Example of a theory of change: RCF



Source: RCF 2023

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Setting positive impact indicators and impact principles

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- Define strategic impact objective(s), consistent with the investment strategy.
- Manage strategic impact on a portfolio basis.

Origination & Structuring

- Establish the Manager's contribution to the achievement of impact.
- Assess the expected impact of each investment, based on a systematic approach.
- negative impacts of each investment.

Portfolio Management

- Monitor the progress of each investment in achieving impact against expectations and respond appropriately.
- Assess, address, monitor, and manage potential

Impact at Exit

- Conduct exits considering the effect on sustained impact.
- Review, document, and improve decisions and processes based on the achievement of impact and lessons learned.



According to Principle 3, the Manager shall seek to establish and document a credible narrative on its contribution to the achievement of impact for each investment

Independent Verification

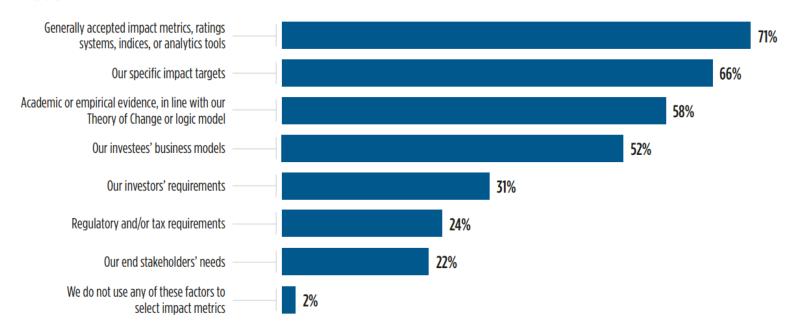
Publicly disclose alignment with the Principles and provide regular independent verification of the alignment.

Source: OPIM 2023

Standardising impact data and tools

Standardisation of impact indicators allows investors to consistently assess performance and targets over time and benchmark their performance against peers. When selecting impact indicators, investors use a series of factors to inform their decision:

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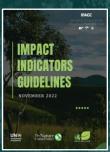
Source: GIIN Survey 2023

Land Use Impact Indicators

Positive Impact Indicator Directory (2022, updated 2023)



Innovative Finance for the Amazon, Cerrado and Chaco (2022)

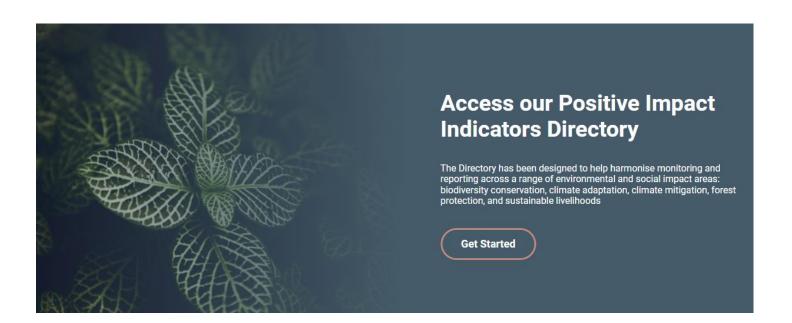


IRIS+/GIIN Agriculture Impact <u>Performance Be</u>nchmark (2023)



Introduction to UNEP's Positive Impact Indicator Directory

Born out of an understanding that standardization would help scale up investments in sustainable land use, the directory consists of a harmonized shortlist of key performance indicators across five impact areas.













Connecting SDGs to UNEP's Impact Indicator Directory

Different indicators can support specific SDGs and help investors track their impact. For instance, indicator *LG01 – Number of households reporting increased income* is connected to several SDGs and requires the fund to be able to internally or externally conduct on-the-ground verification



- · Capacity to access and use accurate spatial data
- · Capacity to develop project specific criteria
- · Capacity to conduct on the ground verification







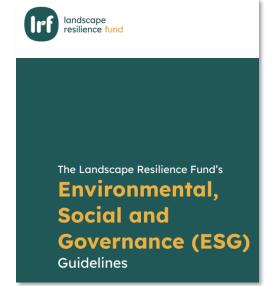
Impact Area focus: Livelihoods

Impact Area	Code	Indicator	
	LG 01	Number of households reporting increased income	
Livelihaada	LG 02	Number of people benefitting from increased access to essential services	
Livelihoods	LG 03	Number of jobs created	
	LG 04	Fund transaction meets one or more of the 2X Challenge criteria for gender lens investing	

In land use investments, devising an impact strategy that brings tangible benefits to stakeholders on the ground promotes socioeconomic empowerment while also leading to better outcomes in conservation, sustainable management, and restoration.

For instance, a study shows that supporting women's participation in forest projects in India is associated with a 28% greater probability of forest regeneration (UNDP 2016).

Examples of funds focusing on this impact area









Impact Area	Code	Indicator		
	PRO 01	Increase in yield on existing production area		
	PRO 02	Agricultural area covered by sustainable production techniques		
Sustainable	PRO 03	Number of people benefitting from increased access to substantive value chain infrastructure		
Production	PRO 04	Number of people applying best management practices in sustainable agriculture and/or forest protection		
	PRO 05	Soil organic carbon and healthy soil		
	PRO 06	Pesticide use on farm		

Transitioning to land use practices that can promote sustainable development while meeting present and future food demand is key to meet climate and nature targets – without creating leakage issues.

For instance, this could be done by increasing share of agricultural area covered by agroforestry systems or silvopasture, or subject to techniques such as crop rotation, intercropping, and use of organic fertilisation.

Example of fund including this impact area





Impact Area focus: Climate Action

Impact Area	Code	Indicator		
	CMA 01	GHG sequestered through restoration of native vegetation		
	CMA 02	GHG emissions avoided due to non-conversion of natural habitat		
Climate Action	CMA 03	GHG emission reduction and sequestration from changes to on farm practices		
Climate Action	CMA 04	Number of people whose resilience has been improved as a result of project activities		
	CMA 05	Volume of water storage capacity		
	CMA 06	Number of different crop varieties, and animal breeds, Species Cultivated		

A robust accounting of the climate mitigation and/or adaptation outcomes of your project is important to demonstrate impact in this area.

For instance, an investor focusing on climate adaptation might collect data on the number of people whose resilience has been improved as a result of project activities to be able to evaluate fund's performance and communicate results

Example of fund focusing on this impact area







Impact Area	Code	Indicator	
	BIO 01	Area of Critical Habitat under management for protection	
	BIO 02	Area of on-site Natural Habitat under management for protection	
Biodiversity	BIO 03	Area of avoided conversion of natural ecosystems	
	BIO 04	Area under management for ecological restoration	
	BIO 05	Species Threat Abatement and Recovery (STAR) value of land under management for protection	
	BIO 06	Species Threat Abatement and Recovery (STAR) value of land under management for restoration	

Investors are increasingly interested in funding activities that protect and enhance biodiversity. Conservation and restoration of ecosystems to address biodiversity loss are can also mitigate the effects of climate change.

For example, monitoring the area of avoided conversion of natural ecosystems allows the investor to track the positive impact of their project and provides a measurable biodiversity-related indicator

Example of fund focusing on this impact area





Impact Area focus: Forests

Impact Area	Code	Indicator
	FOR 01	Area of natural forest under protection
Forests	FOR 02	Area under management for forest restoration
	FOR 03	Forest under sustainable forest management

Forests are central to several SDGs, and crucial to reach climate and biodiversity targets. Among other things, forests are key to combat climate change, purify air and water, prevent natural disasters, and are home to a wealth of biodiversity

Thus, impact funds might choose to focus on the protection, sustainable management, and/or restoration of forests. In each case, being aware of the area of forest being managed is essential to determine impact of investments

Example of fund including this impact area



Cross-cutting topics: gender

Gender aspects are cross-cutting (indicators in **bold**):

Impact Area	Code	Indicator	
	LG 01	Number of households reporting increased income	
Livelihaada	LG 02	Number of people benefitting from increased access to essential services	
Livelihoods	LG 03	Number of jobs created	
	LG 04	Fund transaction meets one or more of the 2X Challenge criteria for gender lens investing	
	PRO 01	Increase in yield on existing production area	
	PRO 02	Agricultural area covered by sustainable production techniques	
Sustainable	PRO 03	Number of people benefitting from increased access to substantive value chain infrastructure	
Production	PRO 04	Number of people applying best management practices in sustainable agriculture and/or forest protection.	
	PRO 05	Soil organic carbon and healthy soil	
	PRO 06	Pesticide use on farm	

Impact Area	Impact Area Code Indicator			
	CMA 01	GHG sequestered through restoration of native vegetation		
	CMA 02	GHG emissions avoided due to non-conversion of natural habitat		
Climate	CMA 03	GHG emission reduction and sequestration from changes to on farm practices		
Action	CMA 04	Number of people whose resilience has been improved as a result of project activities		
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	FOR 01	Area of natural forest under protection		
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Cross-cutting topics: climate adaptation

Climate adaptation aspects are cross-cutting (indicators in **bold**):

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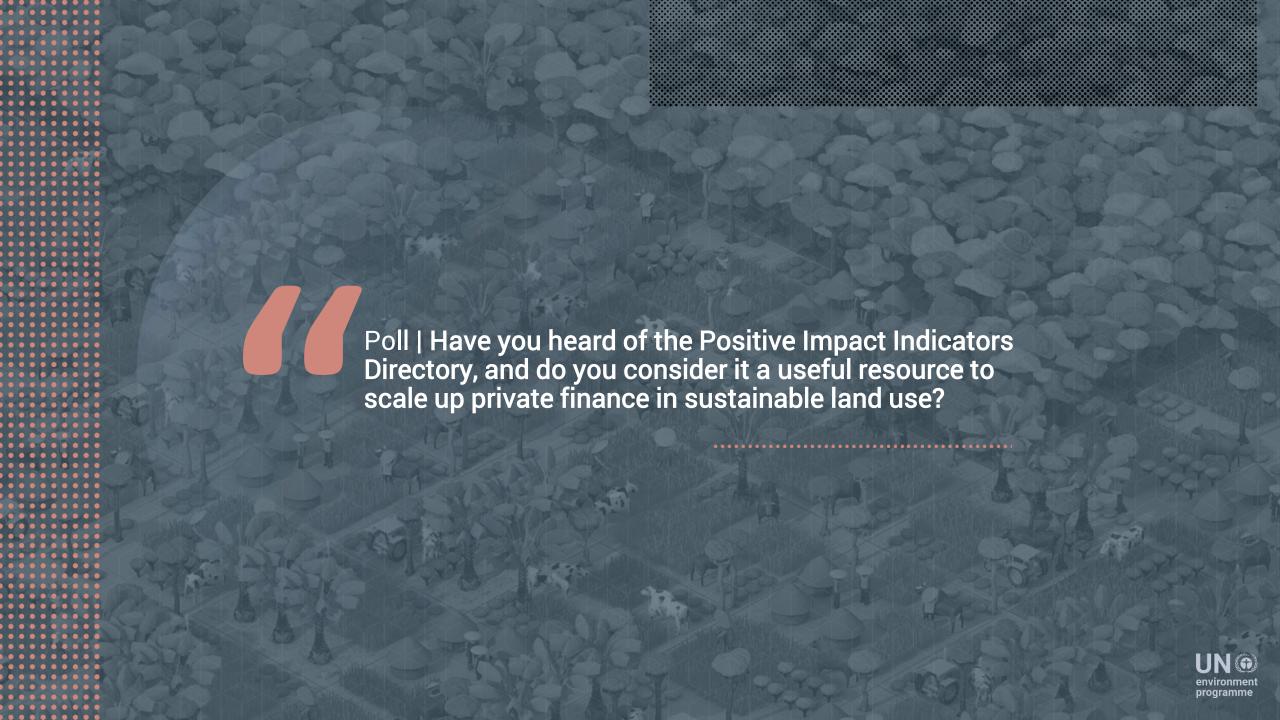
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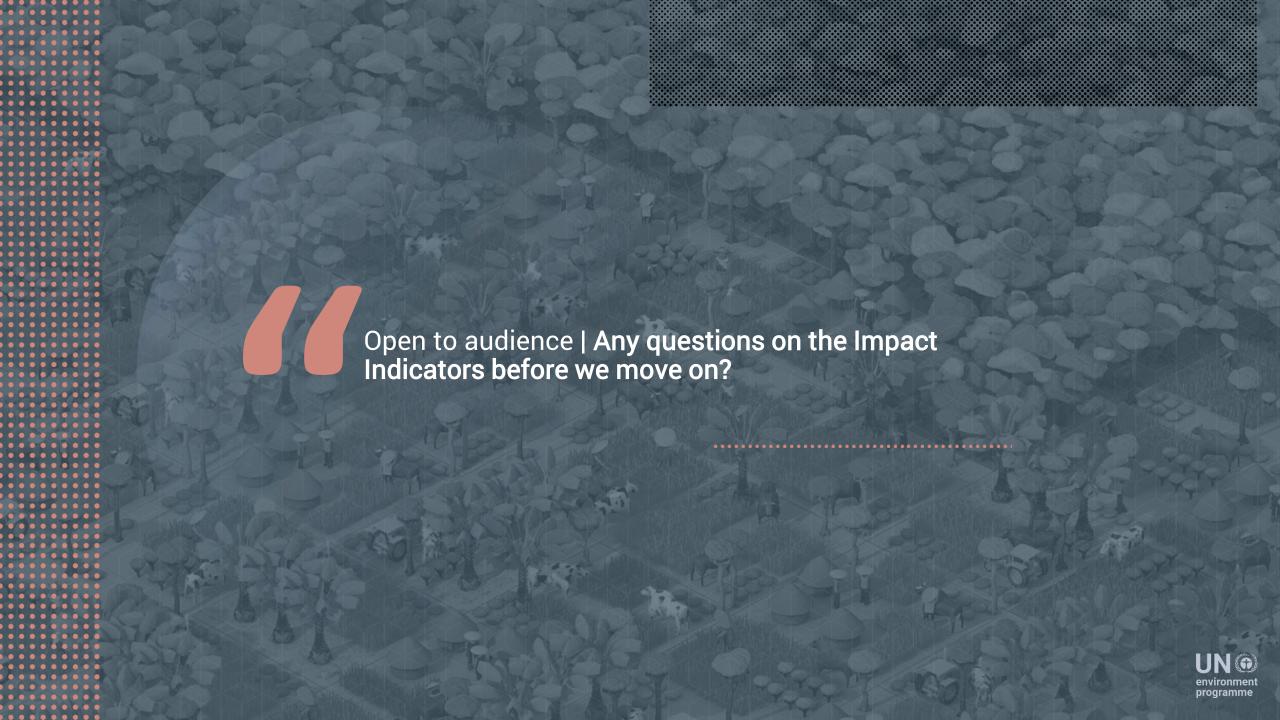
Cross-cutting topics: biodiversity

Biodiversity aspects are cross-cutting (indicators in **bold**):

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Impact funds that have adapted UNEP's Indicators



Impact

Amount of vDCF soy produced in the main crop season

Number of farms involved

Area of native vegetation conserved

Area of native vegetation conserved in excess of legal requirement

Protection ratio (% area protected/total area financed)

Area of native vegetation deforested or converted to other uses

Carbon stocks maintained in forests protected by the RCF

GHG emissions from land use change (tCO2e / t soy produced)

Source: RCF 2023



For	est protection and restoration	
1.	Natural ecosystems (forest and non-forest) under	Unit: hectares
	management for protection	
2.	Natural ecosystems (forest and non-forest) under	Unit: hectares
	management for restoration	
3.	Production forest under sustainable forest management	Unit: hectares
4.	GHG sequestered through protection or restoration of	Unit: tCO₂e
	natural ecosystems	
Sus	tainable agriculture	
5.	Degraded land rehabilitated	Unit: hectares
6.	Agricultural area under sustainable management (defined	Unit: hectares
	per project)	
7.	Increase in agricultural yield through sustainable	Unit: change per ha/year -
	intensification	disaggregated by commodity
8.	GHG emissions reduced from changes to farm practices	Unit: tCO₂e /year
lm	proved rural livelihoods and enhanced opportunities for womer	1
9.	Number of participants reporting increased income,	Number of people
	(preferably disaggregated by gender), and where relevant by	
	local communities	
10.	Number of people not included in 10 above, benefiting	Number of people
	directly or indirectly from Fund transactions (preferably	
	disaggregated by gender)	
11.	Number of people trained in, and technology transferred for,	Number of people
	best management practices in sustainable agriculture/forest	
	protection, preferably disaggregated by gender	
12.	Client meets one of more of the criteria for the <u>2X Challenge</u>	No of criteria that are met
	on Financing for Women	

Source: AGRI3 2021

Impact funds that have adapted UNEP's Indicators



KPIs 2022	DSNG	RONCADOR	MARFRIG	HSJ	FS	HDL	TOTAL
Forest Protected (ha)	10,693	63,465	2,774,229	1,697	779,292	721	3,630,097
Climate Benefits (tCO2e)	46,323	-56,800*	5,328,493	10,466	1,300,559	544	6,629,585
Ecosystems with Improved Resilience (ha)	86,951	121,957	2,774,229	6,057	783,331	6,109	3,778,633
People with Increased Resilience (#)	19,171	429	5,761	885	931	27,170	54,347
People Benefitting (#)	19,171	429	5,761	885	931	27,385	54,562
Capital Mobilized (USD Million)	607	120	7,153**	1	568	1***	8,448

And...



Source: &Green 2023

UNEP's Indicators have also been tailored for use by IFACC



CORE IMPACT INDICATORS

(For mechanisms with direct property-level impact)

- 1. Dollar amount committed
- 2. Dollar amount disbursed
- 3. Number of hectares financed
 - a. Area of already cleared pasture converted by the project into soy production
 - b. Area of sustainability intensified agricultural crop production financed by the project
 - c. Area of sustainably intensified beef cattle production financed by the project
 - d. Area of natural ecosystem protected, within financed project
 - e. Area under ecological restoration, within financed project

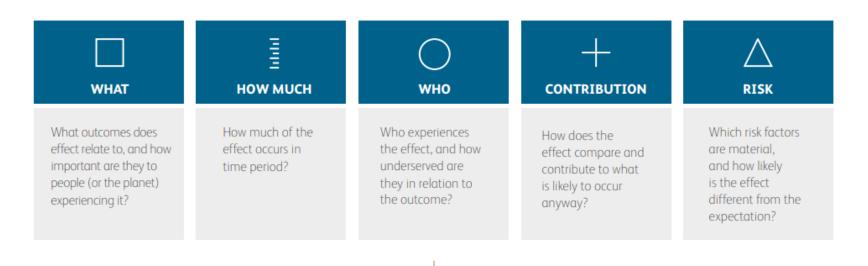
ADVANCED IMPACT INDICATORS

- 1. Avoided natural ecosystem conversion, within financed project (beyond legal requirement)
- 2. Avoided and sequestered GHG emissions
 - a. Avoided GHG emissions due to non-conversion of native vegetation on farm
 - Sequestered GHG through restoration of native vegetation
 - c. GHG emissions impact from changes in on farm practices
- 3. Yield increases due to Project intervention
- 4. Number of direct beneficiaries (detailed by gender)
- Number of direct beneficiaries receiving technical assistance as a result of the Project (detailed by gender)
- 6. Number of small-scale producers benefited by the project (detailed by gender)

Sources: <u>IFACC 2022a</u> and <u>2022b</u>. The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Going further: GIIN/IRIS+ Agriculture Benchmark

GIIN's Agriculture Impact Performance Benchmark follows IRIS' Five Dimension of Impact structure and allows investors to measure their performance across seven KPIs (e.g. change in farmer income, how sustainably land is managed, GHG emission mitigation) and score their investments. 18 agriculture impact investment funds have contributed data, and 16 of them contributing to its design. UNEP indicators contributed to build the framework.









Source: WEF 2017 from IRIS+



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Demonstrating positive impacts and leveraging monitoring capabilities

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Creating monitoring systems and impact principles

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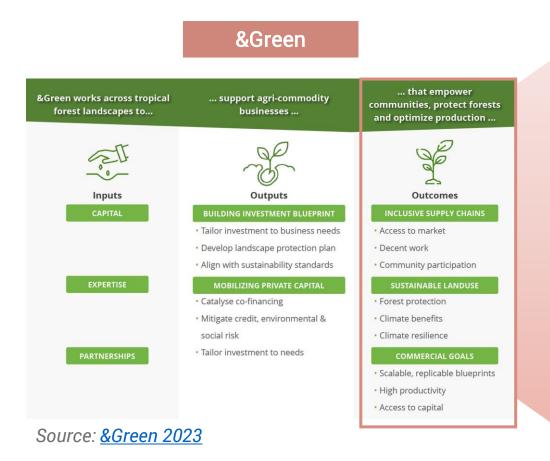
According to Principle 6, the Manager shall [...] monitor progress toward the achievement of positive impacts. Progress shall be monitored using a predefined process for sharing performance data with the investee. To the best extent possible, this shall outline how often data will be collected: the method for data collection; data sources; responsibilities for data collection: and how, and to whom, data will be reported

Independent Verification

Publicly disclose alignment with the Principles and provide regular independent verification of the alignment.

Source: OPIM 2023

Theory of change, data needs and impact monitoring



KPIs 2022	DSNG	RONCADOR	MARFRIG	нѕј	FS	HDL	TOTAL
Forest Protected (ha)	10,693	63,465	2,774,229	1,697	779,292	721	3,630,097
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Capital Mobilized (USD Million)	607	120	7,153**	1	568	1***	8,448

*In 2022, there was a fire that affected ca.800 ha of forest at the farm, resulting in the GHG emission rate higher than the sequestration rate.

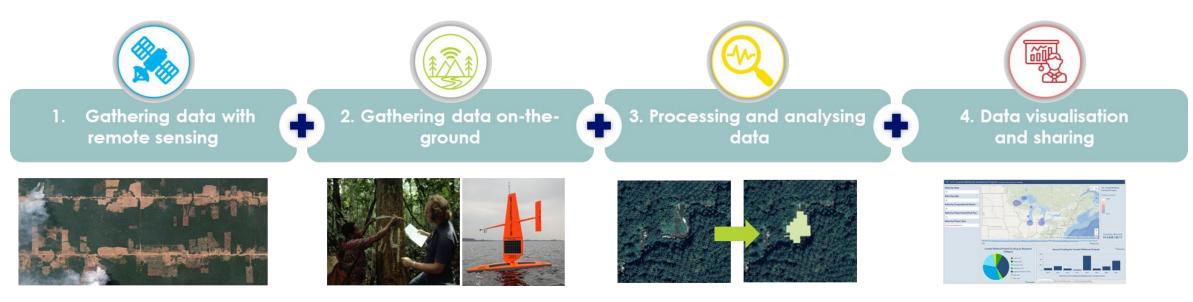
... And the results of your impact monitoring should inform your ongoing assessment against your theory of change! Are you achieving the impacts your aimed to achieve?

^{**}Equity calculated on a controlling basis

^{***}Includes shareholder loan

Measuring impact indicators requires data

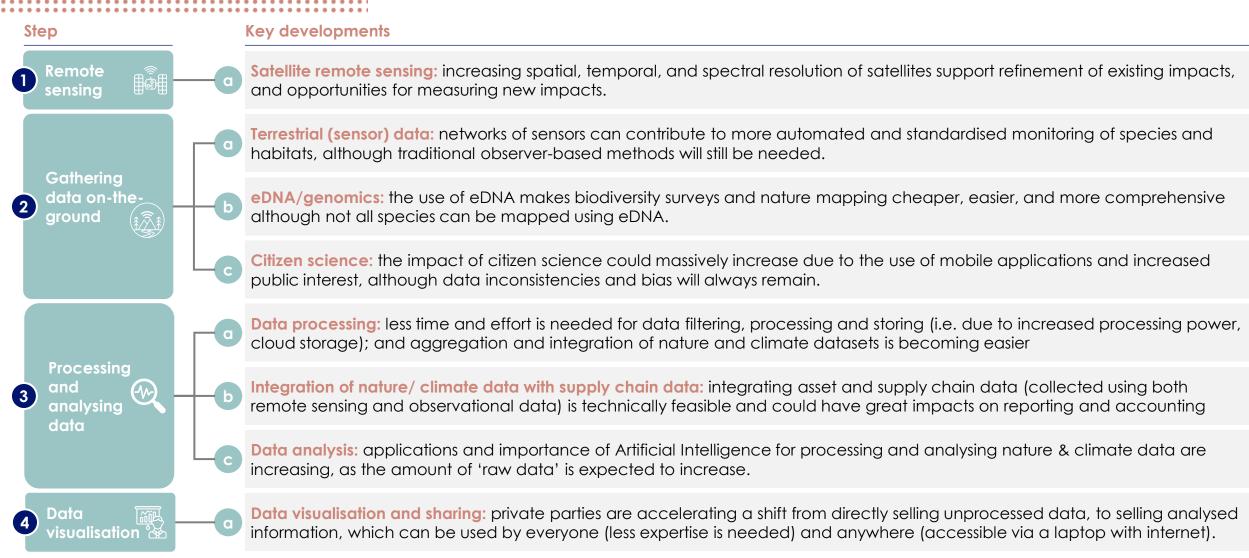
When determining data needs for monitoring impacts, investors should consider the entire data value chain, as well as their impact strategy / theory of change to see which data is fit for purpose.



Source: <u>UNEP-WCMC 2023</u>

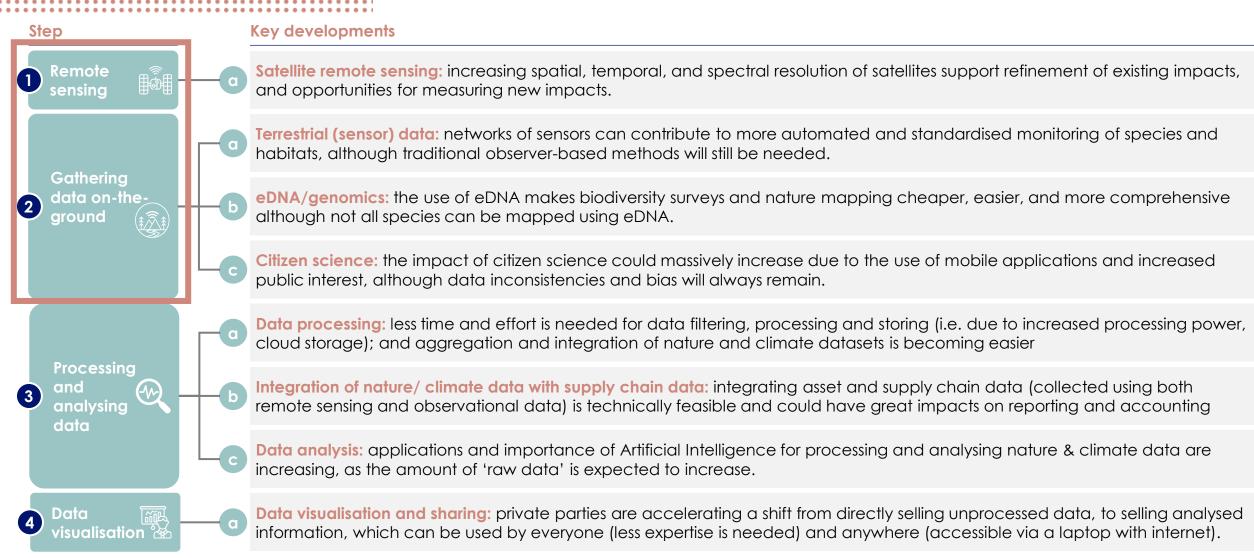
Investors should seek to create collaborative relationships with project developers, as well as with Indigenous Peoples and local communities from the onset and throughout their projects (if applicable). Given their knowledge and on-the-ground presence – they can help design, conduct and evaluate monitoring processes and optimise positive impact

Monitoring technologies for climate and nature impact



Source: UNEP-WCMC 2023

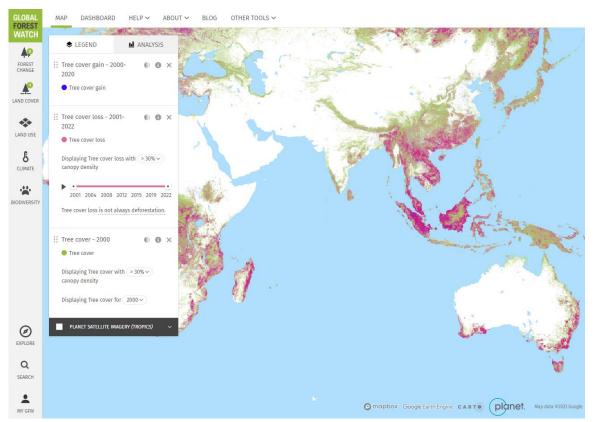
Monitoring technologies for climate and nature impact



Source: UNEP-WCMC 2023

Examples of spatial data and databases

<u>Global Forest Watch</u> and <u>Global Forest Watch Pro</u> help users view spatial data on recent and historic tree cover loss. They also hold information on biodiversity, Indigenous and Community lands, soil and climate





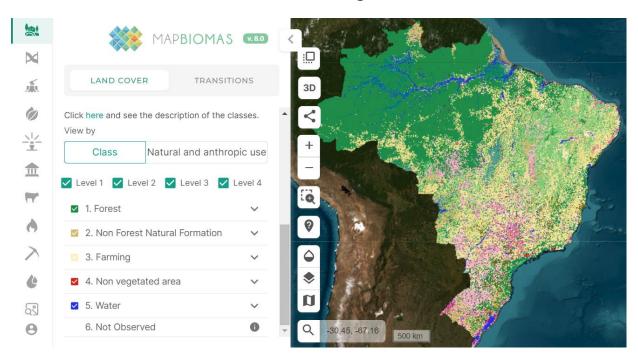


Source: <u>Global Forest Watch 2023</u>. The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Examples of spatial data and databases

<u>Mapbiomas</u> allows users to view processed spatial information on land use (e.g. pasture, soil and water data). It looks at various jurisdictions, with the most developed version being Brazil's.

Another Brazil-specific map (relevant for soy) has recently been released by <u>BVRIO</u> and shows deforestation and conversion risk factors in the Cerrado region.



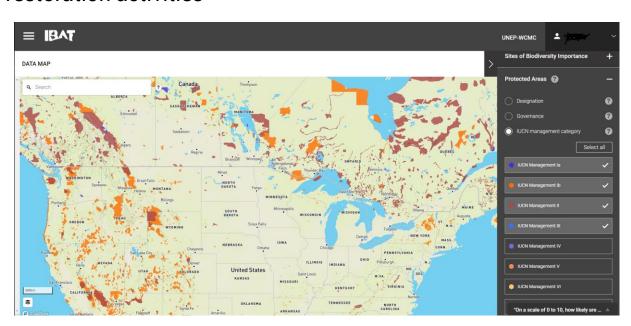


Source: <u>Mapbiomas 2023</u>. The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Examples of spatial data and databases

The <u>Integrated Biodiversity Assessment Tool</u> (IBAT) hosts and maintains three global biodiversity datasets: **IUCN Red List of Threatened Species**, the **World Database on Protected Areas** and the **World Database of Key Biodiversity Areas**.

It also allows users to access the **Species Threat Abatement and Restoration (STAR) layer**, which provides spatial indication of the relative potential contribution to reducing species extinction risk through either threat abatement or restoration activities





Source: <u>IBAT 2023</u>. The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Examples of on-the-ground data

On-the-ground data should be seen as complementary to remote-sensing and essential to devise comprehensive impact strategy and ensure effective impact monitoring



Eco- (or bio-) acoustics

• A tool to estimate a biodiversity index by recording the sounds of birds, insects, or amphibians using sound recorders placed in different landscapes (used by Eco.business Fund)



Environmental DNA

• A technology that enables rapid species inventories to be made from trace DNA released by organisms. More research and resources needed to grow databases and improve precisions (e.g. case studies from NatureMetrics)



Field-level soil sampling

• On-the-ground measurements of soil organic carbon are useful to better assess land productivity and health (used by Land Degradation Neutrality Fund)

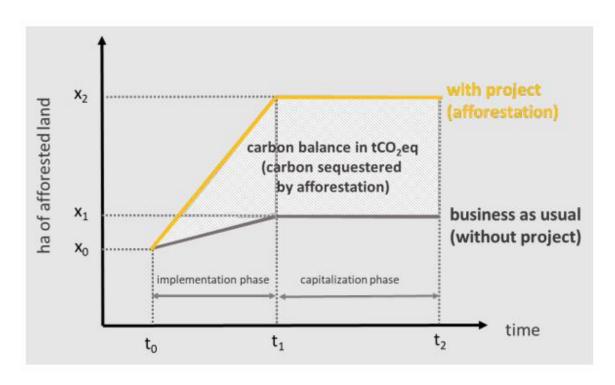


Stakeholder surveys

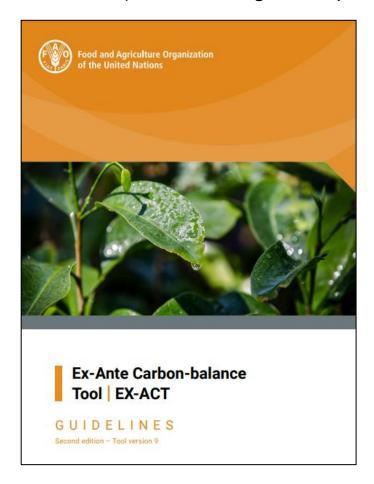
 Important tools to gather important project-level data on metrics ranging from sustainable production to gender and livelihoods (used by Agri3; &Green; AgDevCo). Platforms such as Workahead can help gather and analyse survey data

Other data tools: FAO's EX-Ante Carbon-balance Tool (EX-ACT)

<u>EX-ACT</u> provides its users a <u>land-use-based accounting system</u> that estimates and tracks the outcomes of agricultural interventions on GHG emissions at any stage of their implementation (*ex ante*, during and *ex post*)



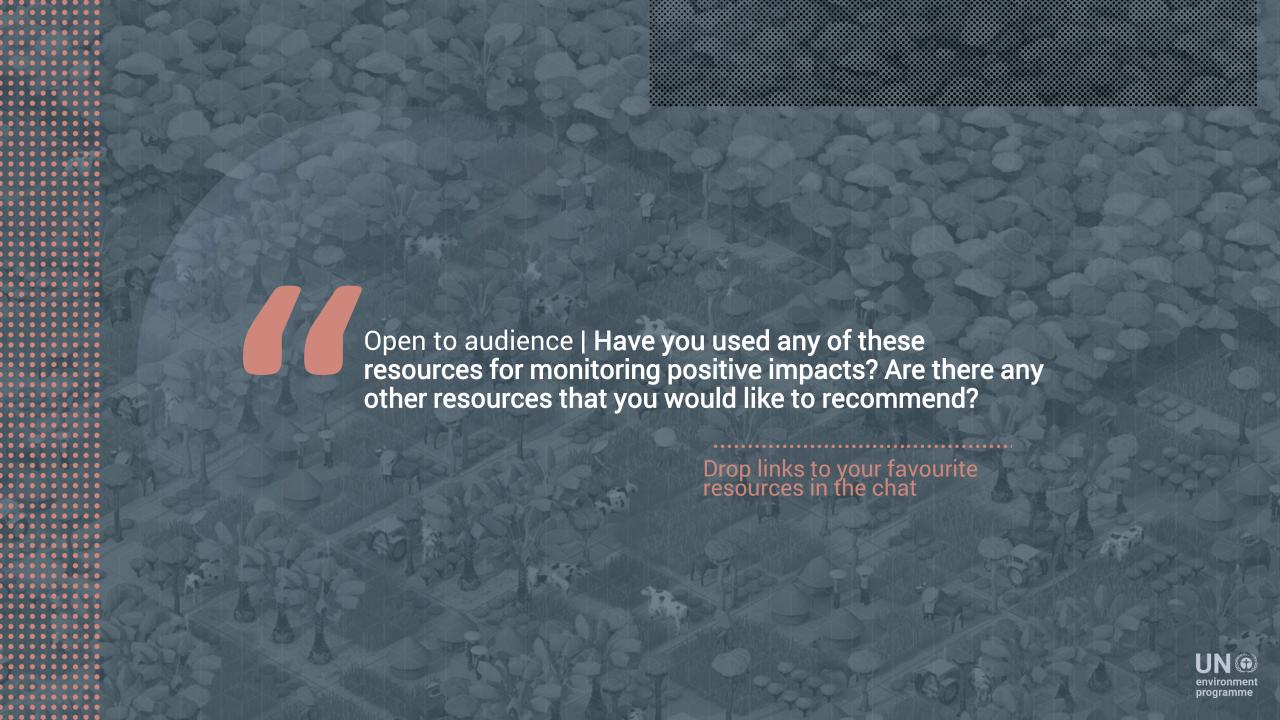
Source: <u>FAO 2022</u>



Considerations on implementing an impact framework

- Impact monitoring is required throughout the investment period. It often is a condition to receiving funding and should be about impact measurement and compliance.
- Carrying out impact monitoring requires expertise and costs.
 Funds need to provide a cost-effective way of measuring impact indicators selected
- Long tenures of investment mean that long-term thinking is essential (e.g. technological change, impact permanence and institutional memory)
- Impact monitoring (and reporting) in land use is a "work in progress"



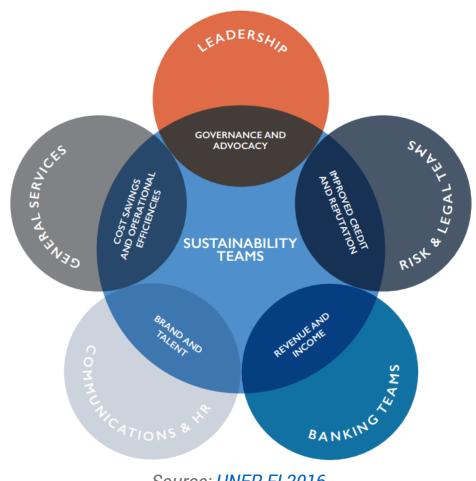


The case for building internal capacity

Ensuring appropriate internal capacity on E&S risks and impacts in land use projects is fundamental to ensure effective monitoring and implementation.

Investing time and resources into building in-house capacity vs outsourcing E&S assessment activities should be weighed against cost considerations, impact objectives, and data needs.

Building a dedicated team with a range of analytical skills (ESG research, geospatial, on-the-ground and engagement) allows for more control and flexibility. Such team should also be well-integrated into institutional decision-making processes.



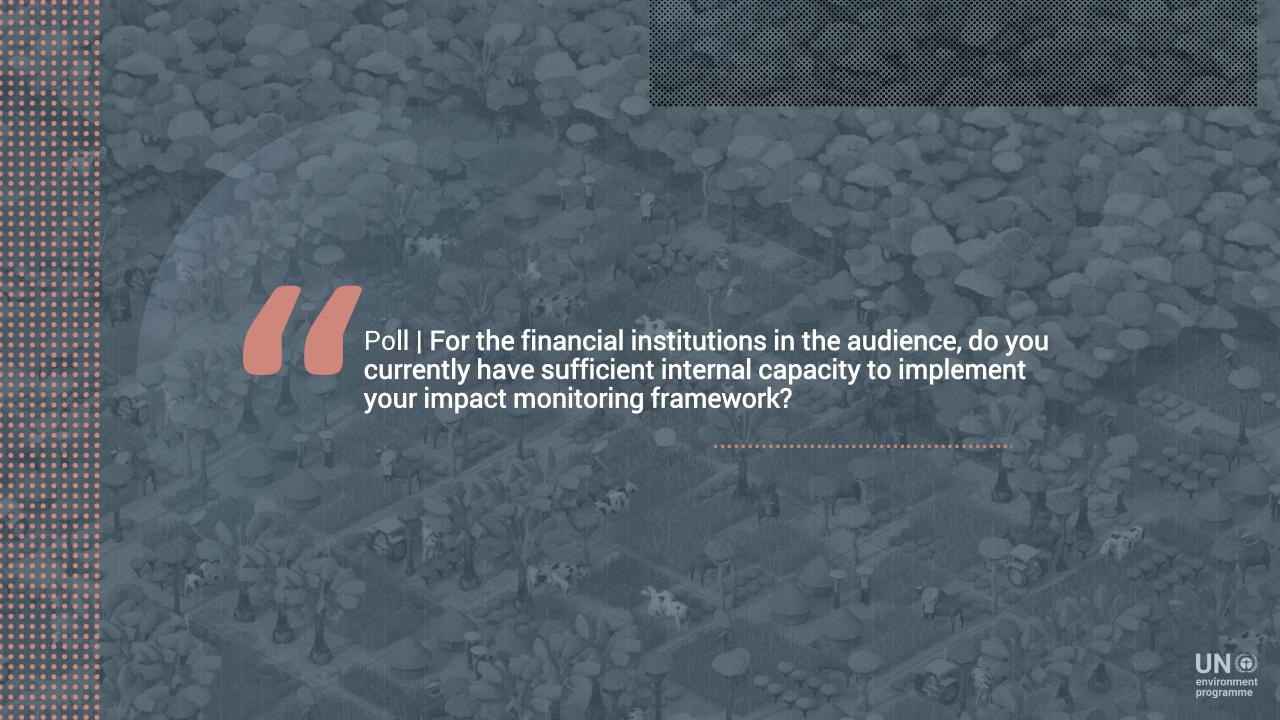
Source: UNEP FI 2016

An example of deforestation-related skills across an institution

Expanding the responsibility from the dedicated E&S team to the broader fund / institution is key to ensure long-term sustainability of land use investments

	Front Office (Relationship manager)		Middle Office (risk officers, ESG analysts, financial reporting analyst)		Back Office (Data analysts)		Executives (C- Suite/Leadership) (CEO, Board, Advisory Board)	
Skills	*	Understanding of potential deforestation risk with new clients (and knowing when to escalate) Substantially engage/assist clients in building a deforestation risk mitigation plan.	*	Understanding of deforestation risks to the bank and relevant sustainability standards Risk officers and ESG analysts: Identify and measure severity of deforestation risk Financial reporting analyst: Identify and measure financial impact of deforestation risk	*	Understanding how to support the middle office to process data relevant to deforestation risk (e.g. spatial data) Understanding of datapoints to capture deforestation risk (reputational, legal, financial)	*	Awareness on how deforestation risk can influence financial materiality

Source: UNEP Deforestation Risks for Banks 2022



Module 3

Demonstrating positive impacts and leveraging monitoring capabilities

- An introduction to impact investing and impact strategies
- 2. Setting positive impact indicators
- 3. Creating appropriate monitoring systems
- 4. Reporting impact



Reporting impact and impact principles

Strategic Intent

- Define strategic impact objective(s), consistent with the investment strategy.
- Manage strategic impact on a portfolio basis.

Origination & Structuring

- Establish the Manager's contribution to the achievement of impact.
- Assess the expected impact of each investment, based on a systematic approach.
- negative impacts of each investment.

Portfolio Management

- Monitor the progress of each investment in achieving impact against expectations and respond appropriately.
- Assess, address, monitor, and manage potential

Impact at Exit

- Conduct exits considering the effect on sustained impact.
- Review, document, and improve decisions and processes based on the achievement of impact and lessons learned.



According to Principle 8, the Manager shall review and document the impact performance of each investment, compare the expected and actual impact, and other positive and negative impacts, and use these findings to improve operational and strategic investment decisions, as well as management processes

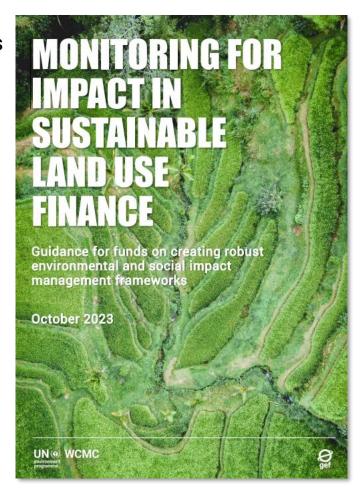
Independent Verification

Publicly disclose alignment with the Principles and provide regular independent verification of the alignment.

Source: OPIM 2023

Disclosing and reporting impacts in sustainable land use

- Impact funds should disclose some level of detail on their impacts to ensure accountability to their funders and other partners and bring about internal reflection
- Releasing impact reports on a yearly basis is most common, with impact tracked across the portfolio and compared to previous years
- Impact reports can take a range of forms, reflecting need for flexibility in this space
- When possible, funds should seek verification of key impact indicator data points



Examples of annual reports from funds: AGRI3



Source: AGRI3 2022

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Examples of annual reports from funds: &Green



Source: & Green 2023

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Examples of annual reports from funds: & Green



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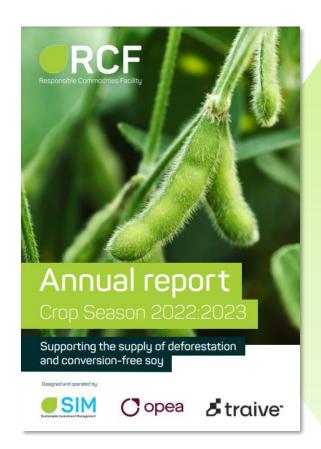
12 & Green Vocabulary

13 Annex: 2022 Audited Annual Financial Report

KPIs 2022	DSNG	RONCADOR	MARFRIG	HSJ	FS	HDL	TOTAL
Forest Protected (ha)	10,693	63,465	2,774,229	1,697	779,292	721	3,630,097
Climate Benefits (tCO2e)	46,323	-56,800*	5,328,493	10,466	1,300,559	544	6,629,585
Ecosystems with Improved Resilience (ha)	86,951	121,957	2,774,229	6,057	783,331	6,109	3,778,633
People with Increased Resilience (#)	19,171	429	5,761	885	931	27,170	54,347
People Benefitting (#)	19,171	429	5,761	885	931	27,385	54,562
Capital Mobilized (USD Million)	607	120	7,153**	1	568	1***	8,448

Source: &Green 2023

Examples of annual reports from funds: RCF



Source: RCF 2023

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Summary and key messages

Identifying E&S impact goals and formulating impact strategies / theories of change are fundamental steps to set your investments for success. In the land use space, it is important to understand which specific positive impacts can be generated, who the relevant stakeholders are, and understand what your entry point is

There are a series of positive impact indicators that can be used by investors in this space depending on their data needs (e.g. UNEP Positive Impact Indicator Directory)

Investors should be aware of the various resources that are available for monitoring the impact of their investments and carefully consider internal capacities when venturing into the sustainable land use space



A summary of key topics from this training programme

Module 1

- Introduction to the sustainable land use space and the role of private financing
- 2 Setting up impact objectives of the fund
- The building blocks of an E&S risk and impact framework
- Examples of impact funds in the land use space

Module 2

- The business case for E&S risk management in land use finance
- 2 Identifying E&S risks
- Managing and mitigating E&S risks
- 4 Monitoring and reporting on E&S risks

Module 3

- An introduction to impact investing and impact strategies
- 2 Setting positive impact indicators
- Creating appropriate monitoring systems
- 4 Reporting for impact





Thank you!

