

Forest and Farm Facility

Minutes of Steering Committee Meeting

11–12 March 2025, Hybrid – online and Rome, FAO headquarters



Summary of the discussions

The following summary is derived from the different agenda items of the meeting.

Introduction and welcome

The meeting was chaired by Salina Abraham; eight out of ten SC members were present.

FFF 2024 Results

- The Annual Report and Financial Report were presented and endorsed.
- It has been a year of great impact across all the countries. Key indicators for Outcomes 1, 2 and 3 were met or exceeded. Progress against Outcome 4 has been slower.
- It has been a record year of expenditure for FFF with USD 16.3m being spent on the program. Notably, 63% (USD 10.3m) of the funds were channeled directly to grassroots-level initiatives.

FFF Workplan & Budget for 2025

- The workplan and budget for 2025 were presented and endorsed.
- The proposed budget for 2025 reflects a significant and planned reduction from the previous year as Phase 2 nears its end, with USD 11m allocated for activities. Calls for proposals have been issued and the last contracts are scheduled to run from June 25 – June 26.
- During the second half of 2026, the program will wind down and technical support will stop.

FFF Evaluation

- An independent evaluation of Phase 2 of the program will take place during 2025. It will be supported by the FAO Office of Evaluation.
- The Donor Support Group (DSG) and Steering Committee (SC) will be involved at critical milestones along the way to provide feedback and guidance.
- A first draft of the evaluation report is planned for August 2025, and a second draft for September 2025 to coincide with the next meeting of the DSG and the SC.
- At the same time, a Concept Note for Phase 3 of the FFF will be developed that builds on the findings of the evaluation. Both will be reviewed at the autumn meetings.
- The revised Terms of Reference for the evaluation were endorsed.

Discussion on Strategic Priorities

- The main priority is to conclude Phase 2 with a focus on impact and demonstrating sustainable results.
- With that in mind, SC members engaged in an in-depth discussion around visibility and influence, knowledge development and use, and sustainable finance sharing many excellent ideas about how to deepen impact in the coming two years.

Feedback from Donor Support Group

- The DSG congratulated the team on an improved Annual Report and excellent work of the FFF partners. There was concern about finding the correct candidate for the manager vacancy at this late stage.

Phase 3 proposal

- A timeline was presented for the development of the Phase 3 proposal. The SC fed back, emphasizing the need for an 'exit strategy' (for Phase 3 systems to be self-sufficient and work without FFF support), as well as the need to unlock more funding such as from private sector, philanthropic, international donors.

Next steps: The proposed date for the next meeting is end **October 2025 online**.

1. Introduction and Welcome

Chair Salina Abraham opened the meeting, welcoming Steering Committee (SC) members, Donor Support Group (DSG) representatives, and other participants attending both in-person and online. She emphasized the significance of this meeting as the FFF approaches the conclusion of Phase 2 and prepares for the transition to its next phase. Acknowledging the increasing global disruptions affecting rural communities and smallholder farmers, she stressed the need for bold and innovative solutions to ensure the long-term sustainability of the FFF.

FAO Forestry Division Director Mr. Zhimin Wu delivered introductory remarks, highlighting the global impact of the FFF, the strength of its partnership, and its highest ever disbursement in 2024. He underscored the program's success in mobilizing and organizing smallholder farmers, particularly through the creation of cooperative businesses, and advances in agroforestry which have significantly contributed to food security, economic empowerment, and environmental sustainability. He also pointed to key global events, including COP30 and the 80th Anniversary of FAO, as opportunities to increase the program's visibility.

FFF Officer-in-Charge Ewald Rametsteiner welcomed the SC members and reiterated the importance of the SC's guidance in shaping the future of the FFF. He noted that the program is at a critical juncture, where reflections on Phase 2 must directly inform Phase 3 planning. He emphasized that as FFF nears the end of its current phase, efforts must be intensified to ensure that its impact remains lasting and scalable.

2. FFF 2024 Results

The Annual and Financial Reports for 2024 were presented, providing a comprehensive overview of program implementation. The year was marked by record expenditure, with USD 16.3 million allocated to program activities. The increased spend was made possible due to a significant contribution from FCDO. Notably, 63% of the funds were channelled directly to grassroots-level initiatives, ensuring that the program's impact was deeply rooted in local communities.

The presentation also highlighted achievements under Outcomes 1, 2, and 3, with key performance indicators being met or exceeded. However, progress under Outcome 4—related to social and cultural services—remained slower than expected. There was reflection that the budget for Outcome 4 was significantly less than for the other outcomes (only 7% of the funding compared with O1: 18%, O2: 49%, O3: 26%) and that this needs to be considered when looking at the delivery figures. In addition, all the outcomes are linked, so the stronger an FFPO is, the more they are able to deliver social and cultural services.

Several examples were given of country successes e.g. i-) Binayii CFUG in Nepal has implemented climate smart innovation by converting forest biomass into biofertilizer to reduce forest fires while enhancing productivity and reducing dependence on chemical inputs and ii-) Western Tree Planters Association (WEPTA) in Kenya has incubated savings and credit cooperative and built strong timber and honey value chains.

SC Discussion

SC members praised the strong performance of the FFF in 2024 and commended the team for its detailed and well-structured report. The SC were delighted with the impressive achievements made in Outcomes 1-3, however, more attention was called on achieving Outcome 4. Members suggested that some aspects, like securing land tenure or setting up VSLAs, are actually social and cultural outcomes but are recorded under different outcomes, so the indicators for Outcome 4 may need to be redesigned to ensure it is being captured properly.

Further discussions focused on financial sustainability, with some SC members advocating for multi-year funding models to provide greater stability and predictability for FFPOs. The pros and cons of carbon markets and carbon-offsetting were also discussed. Sharing knowledge in a timely manner between countries about fire management (Nepal's example), climate resilience and climate disasters was felt to be important, as well as insurance mechanisms to support FFPOs facing climate disasters. Members also wanted to see increased policy impact at national level in all 10 countries and to build on current momentum at regional and global levels. There were questions about how to broaden the impact of the program to benefit FFPOs which are not FFF beneficiaries.

SC Decisions

- The Annual Report 2024 was endorsed as presented.
- The Financial Report 2024 was endorsed as presented.

Recommendations and Action Points

- SC suggested to strengthen efforts related to Outcome 4 and ensure improved reporting on policy engagement (Outcome 1).
- SC suggested strengthening monitoring mechanisms across outcomes – better documentation will allow for improved analysis and reporting of results overall for the next report.
- SC emphasized the need to explore multi-year funding models to provide long-term financial security for FFPOs.
- SC recommended to develop a “maturity model” – a targeted strategy to enhance FFPOs’ capacity depending on the level of maturity of each organization and an associated exit strategy.

3. FFF Workplan and Budget for 2025

The proposed budget for 2025 was presented, reflecting a significant and planned reduction from the previous year as Phase 2 nears its end, with USD 11 million allocated for activities. The presentation outlined the key priorities for 2025, including final program implementation efforts, knowledge-sharing initiatives, and the preparation of an exit strategy as the program winds down. Calls for proposals have been issued, and the last set of contracts is scheduled to run from June 2025 to June 2026.

The financial report also indicated that during the second half of 2026, technical support will be phased out, requiring a clear strategy to ensure that FFPOs remain sustainable beyond FFF support. The cost of professional services is set to increase in 2026 based on the recruitment of a Program Manager.

SC Discussion

SC members noted the reduced budget available for 2025 and a further reduction in 2026. The discussion focused on the need for a clear transition strategy for FFF-supported organizations. Members also discussed the feasibility of securing alternative funding sources, including philanthropic contributions and private sector partnerships.

SC Decisions

- The Workplan and Budget for 2025 was formally endorsed.
- SC endorsed the amendment of regional and global budget numbers¹.

¹ This included the slight budget-neutral amendments between regional and global budgets as suggested by IUCN.

Recommendations and Action Points

- SC supported exploring alternative funding sources, including private sector and philanthropic contributions, to mitigate budget reductions.
- SC agreed on the importance of ensuring a smooth transition beyond 2026, with a clear strategy to phase out technical support. SC suggested developing a maturity model for FFPO support and related exit strategy.
- SC highlighted the need for some flexibility in financial allocations to respond to emerging priorities.

4. FFF Evaluation

An independent evaluation of Phase 2 is scheduled for 2025, supported by FAO's Office of Evaluation. The evaluation will assess program achievements, identify challenges, and provide recommendations for Phase 3.

In line with the revised ToR, the DSG and SC will be involved at critical milestones along the way. The SC will formally oversee the evaluation. It will provide feedback on the Terms of Reference for the Evaluation, the Evaluation Team composition and its inception report including the evaluation design (March-April 25). The Evaluation Team will formally report to the SC on its findings and recommendations with a first evaluation draft report planned for August 25, followed by a second draft in September, coinciding with the next SC and DSG meetings.

The FFF Donor Support Group will informally accompany the evaluation, providing feedback on the Terms of Reference for the Evaluation, the Evaluation Team composition and its inception report as well as evaluation draft reports.

SC Discussion

SC members underscored the need for an inclusive and transparent evaluation process, ensuring that key stakeholders, including FFPOs, are actively involved. The SC stressed it was important to ensure that FFPOs contribute to and benefit from the evaluation process and that findings from the evaluation must directly inform Phase 3 planning to ensure continuity and build on FFF's successes.

SC Decisions

- The Terms of Reference (ToRs) for the independent evaluation were endorsed.

Recommendations and Action Points

- The evaluation will be implemented in accordance with SC guidance and the updated ToR.
- SC supported active involvement of DSG and SC members in key evaluation milestones to provide oversight and guidance as specified in the updated ToR, with the team reporting results to the SC.
- SC agreed that the evaluation findings must directly inform Phase 3 planning to ensure a smooth transition.

5. Strategic Priorities Discussion

The main priority is to conclude Phase 2 with a focus on impact and demonstrating results, as well as working on the long-term sustainability of these results. With that in mind, SC members engaged in an in-depth discussion on three key strategic priorities:

1) Visibility and Influence

How can we elevate FFF's work and strengthen its visibility among the key stakeholders? Who might these key stakeholders be?

2) Knowledge Development and Use

Is our knowledge reaching and benefiting FFPOs and key users? How can we better align, co-create, and share knowledge and maximize impact? Where can we align to emerging needs and priorities?

3) Sustainable Finance

What promising opportunities (trends or mechanisms) in sustainable finance should we prioritize? How can we strengthen our ability to mobilize and scale financial support for forest and farm producers?

SC Discussion

To enhance FFF's visibility, members recommended increasing communication efforts through translated materials, multimedia content, and targeted messaging for policymakers, private sector actors, and donors. They also emphasized the need to actively engage in global forums to raise FFF's profile and to strengthen FFF's position within key policy discussions at regional global level.

On knowledge development, SC members highlighted the need to upscale initial FFF pilots of dissemination strategies that include partnerships with academic institutions, technical institutes, farmer field schools and local/national departments of forestry and agriculture to cascade training. The use of digital platforms such as Facebook, YouTube and WhatsApp was also highlighted. The ongoing need to share training in local languages was emphasized.

Regarding sustainable finance, members stressed the importance of diversifying funding sources, including upscaling effort to spread self-mobilised finance, engage with commercial banks, conservation trust funds, and corporate social responsibility (CSR) initiatives. Members called on a shift in dynamic, highlighting FFPOs as capable implementing partners, not recipients of funding. Following FFF work to highlight the importance of self-mobilised finance, members are eager to see the outcome of a proposed pilot project in Tanzania in which a SACCO will receive finance from a bank or ODA source and whether this will be successful and replicable.

Recommendations and Action Points

- SC supported the plan to expand communication efforts, including translating materials into local languages and using multimedia formats, and to develop targeted communication material for key audiences, including donors and policymakers.
- SC agreed to strengthen links with extension services and training institutions to enhance knowledge co-generation and dissemination.
- SC decided to explore innovative financing mechanisms, including self-mobilized finance, blended finance and ecosystem service payments, as well as local and national level public funding which has been successful in Bolivia, to enhance FFPO financial sustainability.

6. Donor feedback on DSG meeting

The DSG congratulated the team on an improved Annual Report and excellent work of the FFF partners. Following a turbulent year, the trust in the program has been restored. The DSG would like to see outcome 4 improved. Risk management needs to be followed up and how risks are mitigated should be shown. DSG would like greater anti-corruption mechanisms included and the collaboration with partners on this needs to be clarified, training needs to be done repeatedly. DSG was glad to see the introduction of grievance and

complaints mechanisms, it is important that it works. DSG would like to see the audit of DBG in 2025. Donors and SC members should be involved in the evaluation in certain steps and various deadlines. It is important that the evaluation takes stock how we reach relevant people, measure impact, and how far we reduce poverty. In 2025, SC members could take part in meetings on monitoring system. DSG recommended that for 2025/26, phase 2 plans should be prioritized before moving too far with phase 3 preparation. Concern was expressed about the importance of finding the correct candidate for the management vacancy at this late stage of the program.

SC Discussion

Members also shared views on the management vacancy and the importance of recruiting a suitable candidate to avoid disruption of the successful work of the FFF as Phase 2 needs to demonstrate solid results and mobilize support for a successor phase or programme. The SC appreciated the reassurance from FAO that the recruitment of a manager would be handled carefully.

The SC agreed that the evaluation of Phase 2 must be completed with demonstrable impact in order to inform Phase 3.

7. Next Phase Proposal

A timeline for Phase 3 development was presented, outlining a structured approach to ensure the sustainability of FFF-supported initiatives beyond 2026. SC members emphasized the importance of securing long-term financial commitments and ensuring FFPOs' ability to function independently.

SC Discussion

Members noted the importance of aligning Phase 3 planning in ways that allow uptake of the evaluation findings and recommendations. They also emphasized the importance of strengthening FFPOs' internal governance and financial management capacities to ensure long-term sustainability.

Recommendations and Action Points

- Finalize Phase 3 concept note for comments at the next SC meeting, incorporating evaluation findings and draft recommendations.
- SC agreed that Phase 3 must focus on an exit strategy for support for FFPOs, requiring a "maturity model".
- SC highlighted the need to strengthen FFPO internal governance and financial capacity to facilitate long-term sustainability.
- SC recommended capitalizing on case studies as a means of unlocking more finance and building more by end of 2026, underscoring the need to secure diverse funding sources to ensure financial sustainability beyond 2026.

8. Next steps

SC Decisions

- SC agreed that the next SC meeting will take place online in October 2025, following the completion of the second draft of the evaluation.
- SC members agreed to give input on the appointment of the evaluation team, sharing ideas of any appropriate candidates.

- SC members committed to continuing efforts to enhance visibility, financial sustainability, and knowledge-sharing leading up to Phase 3.

9. Closing remarks

The Chair and FFF leadership expressed gratitude for the productive discussions. In closing, they expressed gratitude for the productive discussions and reaffirmed their commitment to ensuring a successful transition from Phase 2 to Phase 3, and to maximizing the long-term impact of the FFF. Members were encouraged to continue contributing ideas and support for the future development of the program.

Meeting adjourned.

Annex 1: List of Participants

Steering Committee members in attendance

- **Salina Abraham**, Chairperson of the FFF Steering Committee, Global Landscapes Forum (**GLF**)
- **Mamadou Diakhite**, African Union Development Agency
- **Victor López**, Ford Foundation
- **Isilda Nhamumbo**, PROMOVE Biodiversidade, BIOFUND Mozambique
- **Elizabeth Nsimadala**, Pan Africa Farmers Organization (PAFO) and Eastern Africa Farmers Federation (EAFB)
- **Esther Penunia**, Asian Farmer's Association for Sustainable Rural Development (AFA)
- **Femy Pinto**, Non-Timber Forest Products Exchange
- **Ewald Rametsteiner**, Deputy Director, FAO Forestry Division and Officer in Charge FFF Manager

FFF Management Team

- **Zhimin Wu**, Director, FAO Forestry Division
- **Ewald Rametsteiner**, Deputy Director, FAO Forestry Division and Officer in Charge FFF Manager
- **Sophie Grouwels**, FAO Forestry Officer, FFF Country Coach
- **Jhony Zapata**, FAO Forestry Officer, FFF Country Coach
- **Marguerite France-Lanord**, FAO Forestry Officer, FFF Communications Coordination
- **Francesca Guarascio**, Monitoring Reporting Specialist, FAO
- **Valentina Carlino**, FFF Programme Management Specialist
- **Zoraya Gonzalez**, Programme Assistant, FAO
- **Karem Del Castillo Velazquez**, FAO Consultant, Programme Management Specialist
- **Hazel Moloney**, Office Assistant, FAO
- **Heba MohamedFathi**, Office Assistant, FAO
- **Josephine Querido**, FAO Consultant, FFF Communications
- **Rose Grier**, FFF Operational Support Intern
- **Ines Essid**, FFF Operational Support Intern
- **Duncan MacQueen**, Director of Forests, IIED
- **Kata Wagner**, Researcher Forests and Prosperity, IIED
- **Tiina Huvio**, Executive Director FFD, in representation of AgriCord
- **Adrian Monge Monge**, Climate Expert FFD, in representation of AgriCord
- **Pascal Bonzom**, Global Head, Food and Agricultural Systems, Center for Societal Transformation, IUCN
- **Elena Mendoza**, Senior Programme Coordinator, Farmers engagement and supply chains, Food and Agricultural Systems, Center for Societal Transformation, IUCN

FAO colleagues

- **Maria De Cristofaro**, Outreach Officer, FAO Forestry Division
- **Mario Acunzo**, Communication for Development Officer, PSUF, FAO
- **Jose Diaz Diaz**, Forest Producer Organizations, FAO Forestry Officer,
- **Lucia Gerbaldo**, Gender Expert, FAO
- **Luisa Belli**, Evaluation Officer, Office of Evaluation, FAO

Resource Partners

- **Joerg Lohmann**, Advisor, Global Project Forests4Future (F4F), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- **Annlouise Olofsson**, Programme Specialist, Unit for Economic Development, GLOBAL, Sida
- **Benjamin Back**, Senior Policy Officer, Section 424, Federal Ministry for Economic Cooperation and Development (BMZ)
- **Ivar Jorgensen**, Policy Director, Norrad

Annex 2: Agenda

Agenda of Steering Committee meeting, 11-12 March 2025

Malaysia Room, FAO HQ, Rome, Italy

Online participation : <https://fao.zoom.us/j/96416613232>, Password: 77831169

Day 1: Tuesday, March 11

Chair & Moderation: Salina Abraham

Time	Topic	Moderator / Presenter
09:00 - 09:30	Welcome and Introduction <ul style="list-style-type: none"> Formal welcome Introductory comments by FFF OiC Meeting objectives, agenda, procedures Decisions by the previous SC meeting 	Chair & Zhimin Wu, FAO Ewald Rametsteiner, OiC FFF Chair Chair
09:30 - 10:30	FFF 2024 Results - implementation & budget <ul style="list-style-type: none"> Annual Report & highlights Country level Regional and global level Knowledge management 1. Climate resilience planning FFPOs Q&A and SC discussion/decisions <ul style="list-style-type: none"> Financial Report Q&A and SC discussion/decisions	Moderation: Chair Presentation: FFF Team [FFF, IUCN, AgriCord, IIED] Presentation: FFF Team
10:30 –11:00	Coffee break	
11:00 –12:00	Cont. Item 2 Summary of SC decisions	Chair
<i>12:00 - 13:30</i>	<i>Lunch break</i>	
13:30 - 14:15	FFF Workplan & Budget 2025 <ul style="list-style-type: none"> Proposed Workplan 2025 – overview, incl. <ul style="list-style-type: none"> Country level Regional & global level Knowledge management Major events, outreach/advocacy Proposed Budget 2025 	Moderation: Chair Presentation: FFF Team [FFF, IUCN, AgriCord, IIED]
14:15 - 15:00	SC guidance / approval Workplans & Budget 2025	Moderation: Chair
<i>15:00 - 15:30</i>	<i>Coffee break</i>	
15:30 - 16:00	FFF Evaluation (arrangements, ToRs, timeline)	FAO Office of Evaluation FFF
16:00 - 17:00	SC guidance on the evaluation, how to use results to improve FFF impact and proposal for next phase	Moderation: Salina Abraham
17:00 - 17:15	Closing remarks & Announcements	Salina Abraham
<i>19:30</i>	<i>Group Dinner</i>	

Day 2: Wednesday, March 12

Chair & Moderation: Salina Abraham

08:45 - 09:00	Proposed agenda for the day	Chair
09:00 - 09:45	SC discussion on FFF Phase II strategic priorities	

	<ul style="list-style-type: none"> • Presentation on upcoming 2 years of FFF, incl. • implementation & demonstrating results • knowledge management • FFF outreach & visibility • Other Q&A and SC discussion	FFF Team
09:45 - 10:30	SC guidance on how to best focus on impact and improve FFF visibility	Moderation: Salina Abraham
10:30 - 11:00	<i>Coffee break</i>	
11:00 - 11:30	Next phase proposal <ul style="list-style-type: none"> • Concept note, timeline, fund raising 	FFF/IIED
11:30 - 12:15	SC guidance on the content, process to validate and further develop the proposal	Moderation: Salina Abraham
12:15 - 12:20	Closing remarks by FFF Manager OiC	Ewald Rametsteiner, OiC FFF
12:20 - 12:30	Final announcements and closing remarks by FFF SC Chair	Salina Abraham

FFF Implementing Partners meeting Wednesday, March 12 (Afternoon)
Voluntary session for the Steering Committee members
Malaysia Room, FAO HQ, Rome, Italy
Online participation: <https://fao.zoom.us/j/96416613232>, Password: 77831169

Wednesday, March 12 (Afternoon)		
<i>Moderation: Sophie / Jhony</i>		
Time	Topic	Presenter
13:30 - 14:15	Previous managers' insights for FFF next phase	Online participation of: David Kaimowitz Jerker Thunberg Jeff Campbell
14:15- 15:00	SC members' insights for the FFF next phase	Steering Committee members
15:00- 15:30	Questions/ Comments	
15:30 – 15:45	<i>Coffee break</i>	
15:45 - 16:30	FAO colleagues' insights for the FFF next phase	-UN Decade on Family Farming, Guilherme Brady, (PSUF) -FAO Investment Center Jozimo Santos Rocha, (CFIB) - Maude Veyret Picot, (GEF)
16:30 – 17:30	Discussions/Comments	
17:30 – 18:00	Preliminary conclusions & wrap-up	Ewald Rametsteiner, OiC FFF, FAO

Forest and Farm Facility

FFF 2024 Results Implementation & budget

Steering Committee meeting, 11-12 March 2025



Highlights in 2024

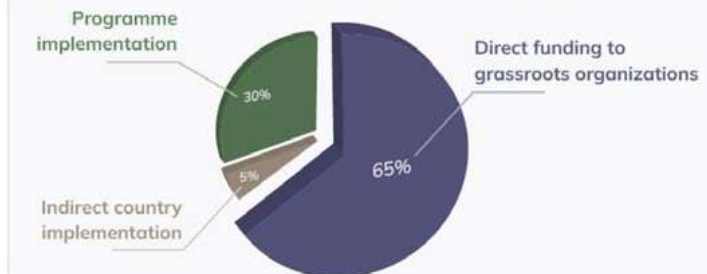
- Funding & Leverage
- Highlights by outcome
- Performance indicators

Key achievements in 2024

Highest disbursement in FFF history: USD 16.3 million

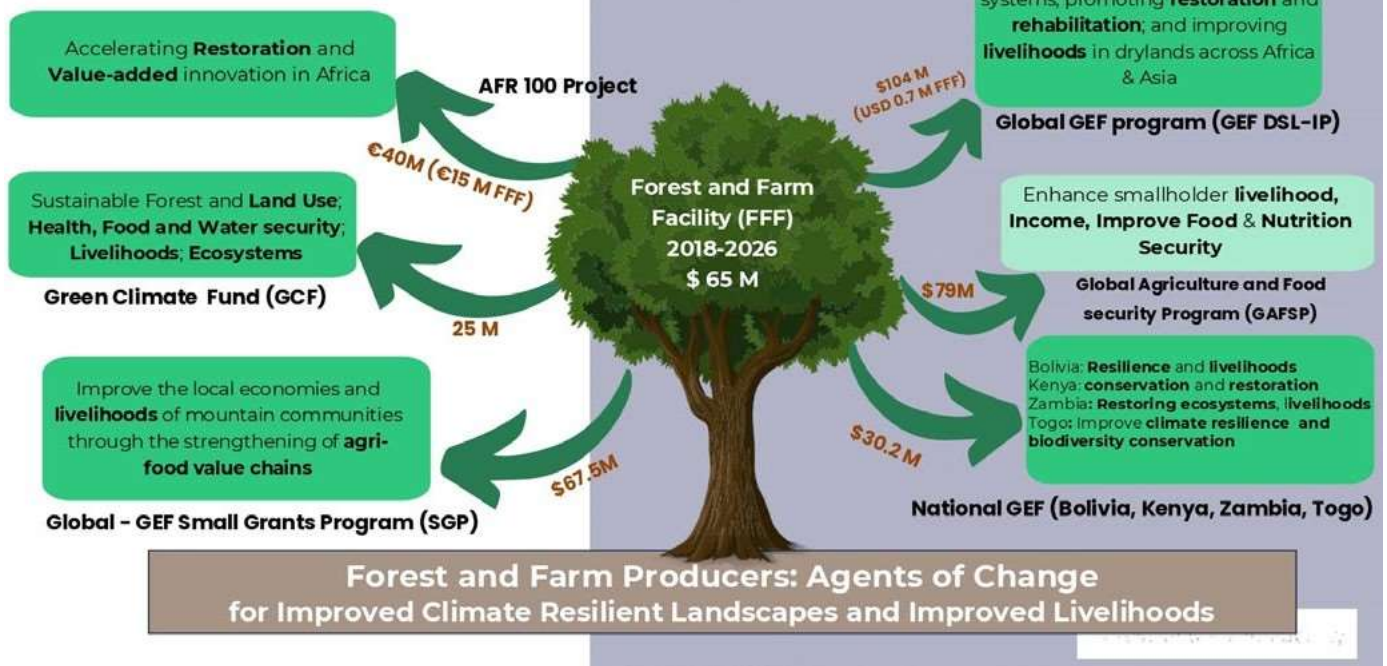
- Approx. 65% of funds (USD 10.3 million) went directly to FFPOs
- 86 Letters of Agreement and 117 direct beneficiary grants issued

How much of our budget went directly to the ground in 2024?



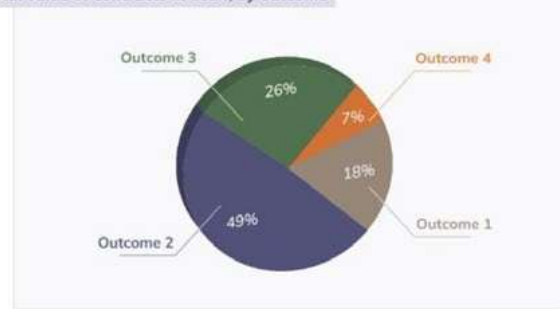
Forest and Farm Facility

Catalyzing and leveraging



Highlights by outcome

Total value of contracts in 2024, by outcome



Contracts comprise letters of agreement and direct beneficiary grants.

- Policy Impact:** 64 national-level policy changes supported.
- Enterprise Support:** 53 apex FFPOs incubated 852 businesses.
- Landscape Restoration:** 531,000 ha restored/protected.
- Social & Cultural Services:** 78,000 people benefited.



Forest and Farm Facility

Performance in 2024 vs 2023

Percentage increase in outcome indicators, 2024 compared with 2023

Outcome 1 Policy & Governance	OI1	National changes	25%
	OI2	International changes	62%
Outcome 2 Market, Access & Finance	OI3	Enterprises with benefits	13%
	OI4	Enterprises with new activities	60%
	OI5	Women enterprises	29%
Outcome 3 Climate Resilience & Restoration	OI6	Hectares of land	34%
	OI7	People benefited	38%
	OI8	People to cope	126%
Outcome 4 Social & Cultural Services	OI9	Improved	4%

Performance of outcome indicators against targets, 12 countries, 2024

Outcome Indicator (OI)		Performance	Target	Achieved
Outcome 1 Policy	OI1 Cumulative policy/legal documents, processes changes - national level	320	36	
	OI2 Cumulative policy/legal documents, processes changes - international level	21	2	
Outcome 2 Livelihoods	OI3 FFPO enterprises to provide benefits and returns to their members since 2018	53	12	
	OI4 FFPO enterprises developed new activities since 2018	417	300	
	OI5 FFPO enterprises led by women	287	120	
Outcome 3 Restoration	OI6 Hectares of forest and farm land managed by FFPOs contributed to landscape protection, restoration to improve climate change mitigation or adaptation	531,053	504,000	
	OI7 People benefited from that protection, restoration to sustainable forest and farm management	289,017	340,000	
	OI8 People to cope with the impacts of climate change	316,948	No target	
Outcome 4 Social	OI9 Forest and farm producers improved social or cultural services	78,145	120,000	

Implementation in 2024

- Implementation by outcome with country examples
- Regional and global activities
- Knowledge co-production
- Global outreach
- Monitoring

Forest and Farm Facility



Outcome 1: Policy & Governance

Advocacy Agendas Developed

- ✓ 78 new advocacy agendas (Total: 197)
- ✓ Inclusive process: 29–100% women, 7–40% youth, 0–99% Indigenous Peoples

Policy Impact at National Level

- ✓ 64 policy changes in 2024 (+25% vs. 2023)
- ✓ Cumulative total: 320

Strengthening Multistakeholder Processes

- ✓ 63 new grassroots-to-national processes (Total: 338)

International Policy Influence

- ✓ 7 new policy changes (Total: 21)

Regional & Global Collaboration

- ✓ 35 multistakeholder processes created/strengthened (+50% vs. 2023)

Forest and Farm Facility

An example in Nepal

National Policy Dialogue : FFF supported FECOFUN in partnership with the Ministry of Forests and Environment.

Theme: Transforming the role of community forests amid shifting socio-political priorities, economic opportunities, and climate change.

Objective: Facilitate an inclusive and comprehensive discussion on the evolving role of community forests in today's society.



Forest and Farm Facility

Outcome 2: Market Access & Finance

Business Incubation & Skills Development

- ✓ 53 apex FFPOs supported since 2018, incubating 852 enterprises (Total in 2023: 753)
- ✓ 126 FFPOs have business skills assessment systems (+30% vs. 2023)
- ✓ 1,124 staff in FFPOs with business incubation expertise (+50% vs. 2023: 733)

Women-Led Enterprise Growth

- ✓ 417 FFPO enterprises developed new or improved value-added products (+60% vs. 2023: 261)
- ✓ 287 enterprises (69%) are women-led (Up from 222 in 2023)

Access to Financial & Business Services

- ✓ 430 FFPO enterprises received support from external service providers (Total in 2023: 396)

Forest and Farm Facility

An example in Bolivia

Specialty Coffee Exports:

APROCAFE exported five containers to the U.S., generating USD 488,000, and is negotiating with China.

Cocoa Exports:

El Ceibo exported 14,065 quintals to Europe, over half certified organic.

Economic Impact: Cocoa sales exceeded USD 5 million, benefiting producers.



Forest and Farm Facility

Outcome 3: Climate Resilience & Landscape Restoration

Sustainable Landscape Management

- ✓ 531,000 ha under FFF-supported restoration, protection, and sustainable management (+34% vs. 2023)
- ✓ 289,000 people benefited from these efforts (+38% vs. 2023)

Climate Change Adaptation & Partnerships

- ✓ 317,000 people supported in climate adaptation (+125% vs. 2023: 140,000)
- ✓ 207 partnerships with climate & restoration programs (Total in 2023: 189)

Capacity Building for Climate Resilience

- ✓ 19,800 FFPO staff trained in climate resilience (Up from 14,700 in 2023)

Forest and Farm Facility

An example in Tanzania

Sustainable Land Management: MVIWAARUSHA, with FFF support, promotes agroforestry, tree planting, and land restoration.

Impact: Nearly 400 ha restored since 2021, including 199 ha in 2024.

Beneficiaries: 3,000+ FFPO members (1,700 women, 700 youth) gaining stable livelihoods and climate resilience.



Climate resilience planning FFPOs

- Exploring carbon opportunities for FFPOs (tools & guidelines)
- Building Resilience (BR) toolkit training (Zambia, Ecuador, Tanzania) and sharing of experiences by FFPOs



- In 2025 FFF supports the implementation of BR participatory workshops with farmers and developing resilience plans.

Forest and Farm Facility

Climate actions at regional & global level

Boosting FFPOs' role in climate action

- IUCN led the FFF Global Convening Meeting, empowering FFPOs to shape Nationally Determined Contributions (NDCs) and advocate for sustainable land use.



Advancing Regenerative Agriculture

- Collaborated with Regen10, integrating Indigenous and smallholder farmers' perspectives into regenerative food system strategies for 2025.



Forest and Farm Facility

Outcome 4: Social & Cultural Services

Enhanced Social & Cultural Services

- ✓ 70+ FFPOs improved services for 78,000+ people in 2024 (up from 74,800 in 2023)

Needs Assessments for Services

- ✓ 106 FFPOs conducted assessments (up from 92 in 2023)

Improved Service Delivery

- ✓ 96 new or enhanced social/cultural services

FFPO Participation in Social Development

- ✓ Representatives from 49 FFPOs engaged in social & cultural rights processes (up from 41 in 2023)

Forest and Farm Facility

An example in Ghana

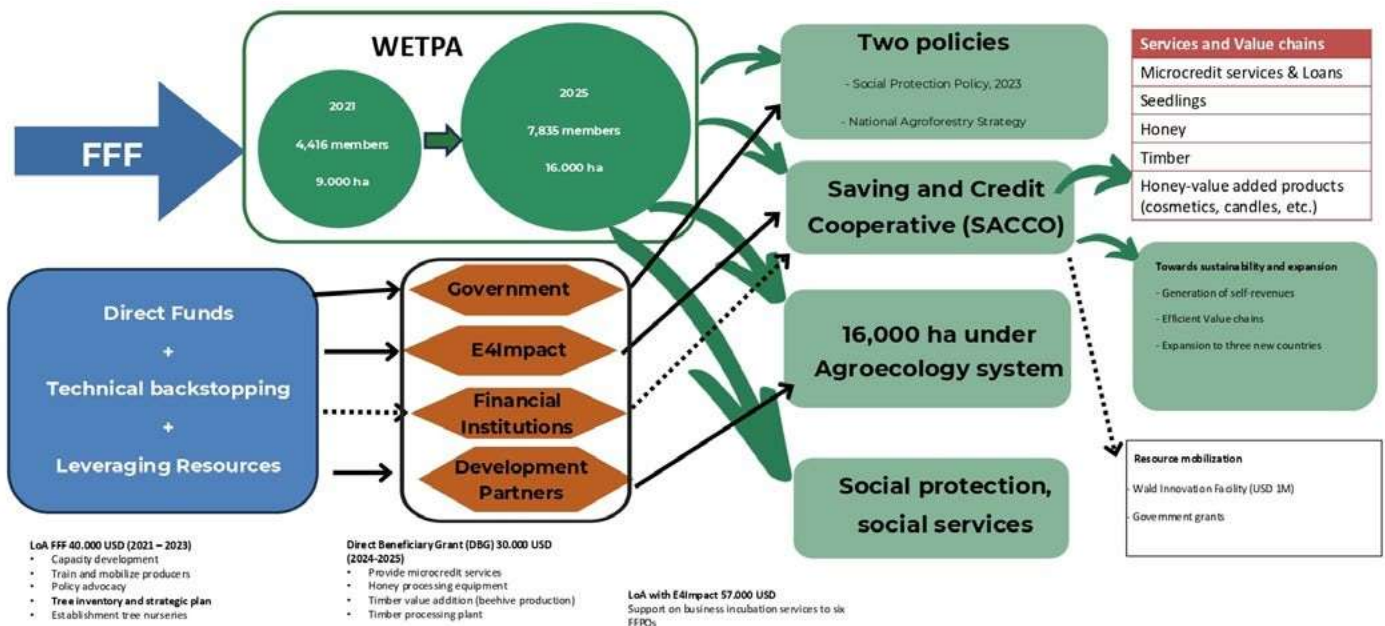
Empowering Women: Tele-Bere Village Savings and Loans Association mobilized 150 VSL groups with 4,500 members, 85% of whom are women.

Financial Impact: Groups collectively save GHS 2.63 million (USD 360,000) annually.

Community Benefits: Reduced out-migration of women and increased access to capital for better livelihoods.

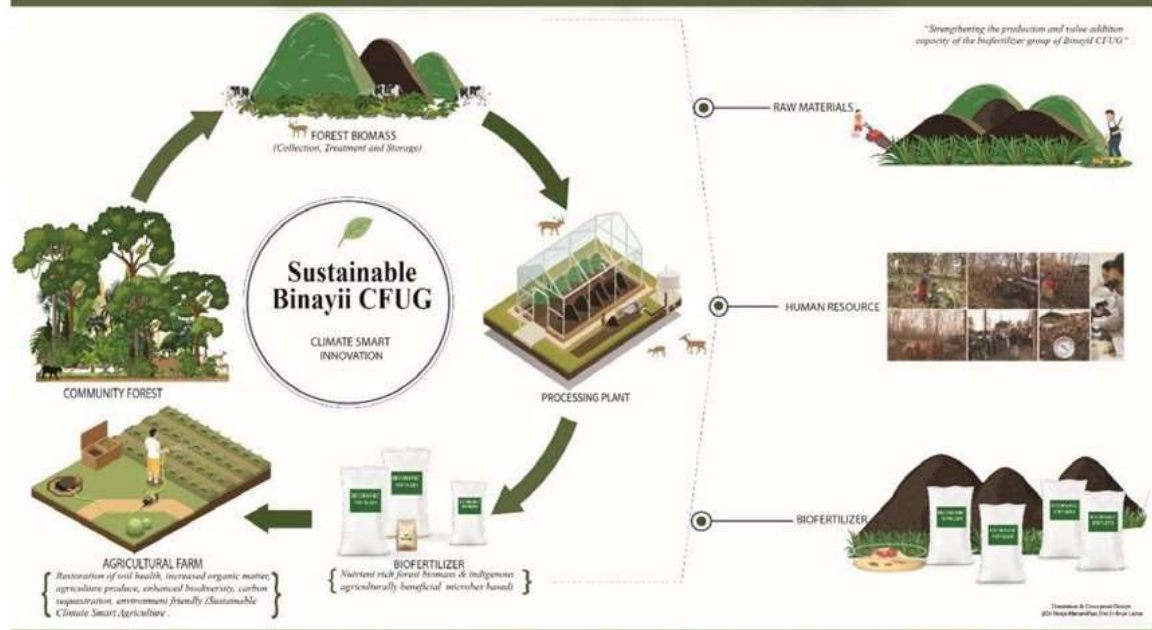


FFF impact: Western Tree Planters Association, Kenya (WETPA) Success Story



Integrated approach: climate smart innovation in CFUG Nepal

Significant reduction in forest fire through forest biomass management



Highlights from regional & global organisations



Asian Farmers Association (AFA)

- Launch of Young Farmers Enterprise Fund
- Clear advocacy agendas targeting policy process on climate action and climate finance



Association of Forest Communities of Petén- CMLT

- Empowering Indigenous Women in Climate Advocacy
- Securing Climate Finance & Gender-Inclusive Policies
- Global Recognition for Community-Led Conservation

Forest and Farm Facility

Highlights from regional & global organisations



Eastern Africa Farmers Federation (EAFU)

- Increased Global Advocacy & Recognition
- Strategic Participation in COP29 –
- Capacity Building & Climate Resilience



World Rural Forum

- Global Advocacy for Family Farmers
- VIII Global Conference on Family Farming
- Visibility & Policy Influence at COP29

Forest and Farm Facility

Knowledge co-production - 1

FFPO internal governance research – plus supporting FFCA research



Strong governance makes smallholder farmer organisations vital partners

Smallholder farmer organisations can harness the collective power of the world's 3.5 billion smallholders to tackle poverty and inequality, biodiversity loss and climate change. Showcasing Kikoo Pa, a farmers' association in Ghana, Stephen Mwangi demonstrates how strong internal governance has unlocked Kikoo Pa's potential to become a trusted development partner.

Insight by Stephen Mwangi
Researcher for iied's National Resilience research group

13 January 2021



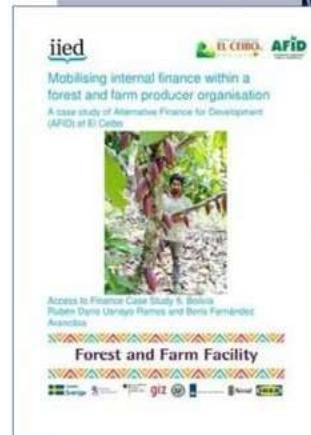
Background: A group of smallholder farmers in Ghana, Kikoo Pa, are shown in a meeting. In June 2020, Photos: Stephen Mwangi, 2020.



Forest and Farm Facility

Knowledge co-production - 2

Research on how FFPOs set up more advanced financial cooperatives > 82,000 credit unions / US\$ 3.6 trillion



Knowledge co-production - 3

How FFPOs advance agrobiodiversity and climate resilience



Knowledge co-production - 4

Gender empowerment dialogues



“FFF training and empowerment have transformed us women from passive participants into active leaders within our communities. With new skills in agroforestry and honey production, we’re not only boosting our family incomes but also inspiring others to join us in driving sustainable development.” – Leader, Bolivian Women’s Association

Forest and Farm Facility

Family farmers campaign

Strengthening farmers' communication



FFCA increased awareness and visibility

- Launch of the **Family Farmers for Climate Action** dedicated website
- **360+ media hits** amplifying FFPO voices
- **Money well spent?** A major report launched at COP29 in Azerbaijan.

Forest and Farm Facility

Advocacy at regional and global level

Enhancing Advocacy Influence for Climate Action and Financing

- FFCA achieved major visibility at UNFCCC COP29, CBD COP16, and UNCCD, G7 Apulia Food System Initiative
- Through strategic media engagement and policy messaging, FFPOs doubled their media presence compared to COP27
- Ensuring that climate finance mechanisms acknowledge and prioritize smallholder farmers' needs.



Forest and Farm Facility

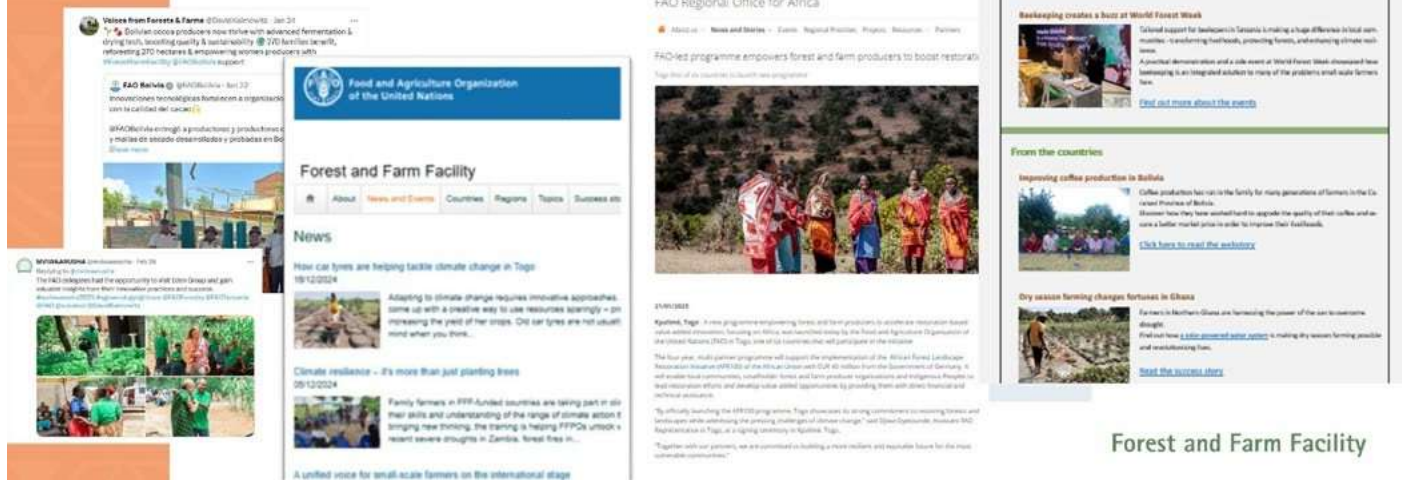
Amplifying local voices at global level

- **Committee on Forestry (July, Rome):** Beekeeping demo by Masai woman Maria Shinini
- **World Food Forum (Oct, Rome):** Young farmers from Ghana, Kenya & Zambia as forest and farm champions
- **Global Family Farming Forum (Oct, Rome):** FFF partners featured in multiple sessions



Global outreach

Sharing impact through storytelling Expanding digital engagement



Improved monitoring & evaluation

- Structure for **new FFF Monitoring Platform** in Microsoft Power BI (test)
- **New Repository of deliverables** centralizing information in New Monitoring Platform (pilot)
- **Risk management** framework prepared. Tools on **anti-corruption** (in progress)



Financial Report 2024

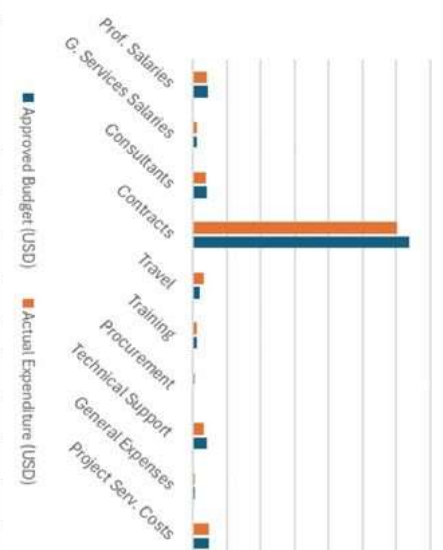
Forest and Farm Facility

Agreed Contributions 2018-2026 to FFF Umbrella by Donor

FFF_GCP/GLO/931/MUL Contributions as of Dec 2024										
GCP/GLO/931/MUL	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Donor
Sweden	2,780,558	3,670,687	2,778,682	3,012,411	1,978,827	2,423,420	1,372,119	914,746		18,931,449.46
Finland		1,594,541	772,627							2,367,168.24
IKEA	-	128,475	-	139,535						268,010.22
GIZ	849,935		-	1,824,818						2,674,752.02
The Netherlands		100,000	170,000	295,000	150,000	315,000				1,030,000.00
US			200,000	100,000	550,000	500,000	500,000			1,850,000.00
BMZ				8,532,110	4,888,438	4,940,924	4,095,341	4,623,542		27,080,355.13
FCDO						5,703,422	1,959,560	2,544,529		10,207,511.72
Total (a)	3,630,493	5,493,704	3,921,309	13,903,874	7,567,265	13,882,766	7,927,020	8,082,817	-	64,409,247
FFF Contributions under different projects										
	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Donor
FMM/GLO/147/MUL			500,000	500,000	500,000					1,500,000
GCP/GLO/397/EC	454,104	279,975	621,471							1,355,550
GCP/INT/054/GER	153,759	175,224								328,983
Total (b)	607,863	455,199	1,121,471	500,000	500,000	-	-	-	-	3,184,533
GLOBAL FFF CONTRIBUTIONS FROM RESOURCE PARTNERS										
	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Grand-Total (a+b)	4,238,356	5,948,903	5,042,780	14,403,874	8,067,265	13,882,766	7,927,020	8,082,817	-	67,593,780

2024 Budget vs. Actual Expenditure

Category	Approved Budget (USD)	Actual Expenditure (USD)	Balance
Prof. Salaries	852,000	818,323	33,677
G.Service Salaries	220,000	210,745	9,255
Consultants	800,000	769,913	30,087
Contracts	12,775,000	12,006,004	768,996
Travel	400,000	646,071	(246,071)
Training	200,000	217,131	(17,131)
Procurement	35,000	66,853	(31,853)
Technical support	788,184	613,087	175,097
General Expenses	87,000	77,122	9,878
Project Serv. costs	953,274	910,090	43,184
Total	17,110,458	16,335,340	775,118



2024 Cash Balance (in USD)

GCP/GLO/931/MUL	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026
Opening Balance		3,365,035	3,922,793	2,935,278	10,722,033	10,707,728	16,293,119	7,827,119	4,808,930
Cash Received	3,630,493	5,493,704	3,921,309	13,903,874	7,567,265	13,882,766	7,927,020	8,082,817	-
Spent	265,458	4,935,945	4,908,824	6,117,119	7,581,570	8,297,374	16,393,020		
Workplan 2025-2026								11,101,007	4,808,930
Remaining balance	3,365,035	3,922,793	2,935,278	10,722,033	10,707,728	16,293,119	7,827,119	4,808,930	(0)

Forest and Farm Facility

Programme management

No-Cost Extension approved up to 2026

Implementing partners LOAs ongoing

Human Resources:

- **HQ staff:** Manager vacant, 3 professional staff, 3 admin staff, 2 full time consultants, 5-6 part-time consultants.
- **FFF countries:** 10 facilitators in core countries, 4 consultants in network countries, assistant facilitators/grant assistants in African countries

Forest and Farm Facility

Forest and Farm Facility

FFF Workplan & Budget 2025

Steering Committee meeting, 11-12 March 2025



Programme Management Workplan Overview

Description of the work plans	2025				Comments
	Q1	Q2	Q3	Q4	
Programme Management					
Preparation of 2024 annual reports and 2025 work plans	X				Extended management team
Steering Committee and Donor Support Group meetings	X		X		Extended management team
Global knowledge generation activities	X	X	X	X	IIED, AgriCord, country coaches and facilitators
Global communications and media work	X	X	X	X	Communications Officer
Resource mobilization	X	X	X	X	Manager, extended management team
Ensure cross-cutting gender, youth, and Indigenous Peoples focus	X	X	X	X	Country Coaches, Facilitators
Coordinate FFF information and monitoring system	X	X	X	X	M&L consultant and FFF/FAO team
Knowledge management FFF – capturing key lessons and impacts phase II	X	X	X	X	IIED and Management Team
FFF management Retreat	X		X		FFF extended management team
Global FFF meeting “FFPOs agents of change for climate-resilient landscapes”				X	FFF Extended teams, Gov representatives, FFPOs, FFF partners
Evaluation FFF Phase II	X	X	X	X	OED, NFODD, Extended management team
Preparation of proposal next phase	X	X	X	X	FFF extended management team

Forest and Farm Facility

2025 Work Focus Area

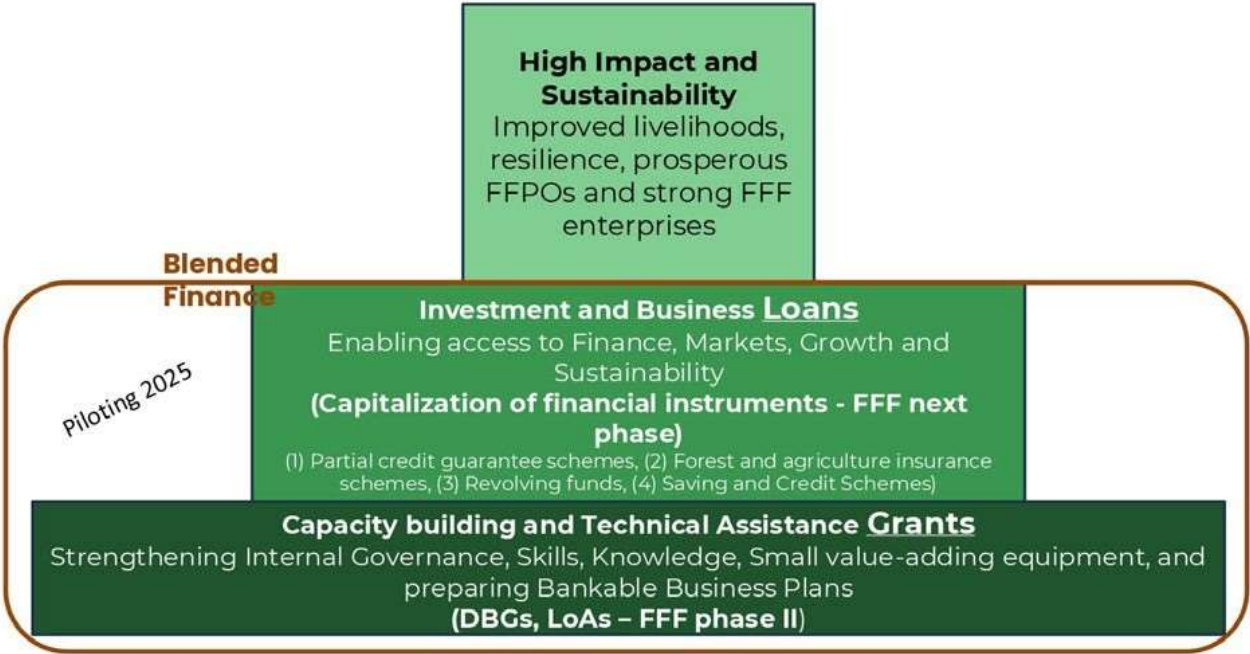
- Focus on consolidating impact and sustainability as Phase II nears completion
- Strengthening FFPOs at scale (reduced budget per country)
- Launching Colombia and Guatemala
- Key priorities:
 - Evaluation of Phase II
 - Compilation of impacts and lessons learned
 - Forward planning for a potential Phase III
 - Strengthening Monitoring Systems
 - Reporting (2026 and Phase 2)
 - Strengthening global outreach and advocacy

Forest and Farm Facility

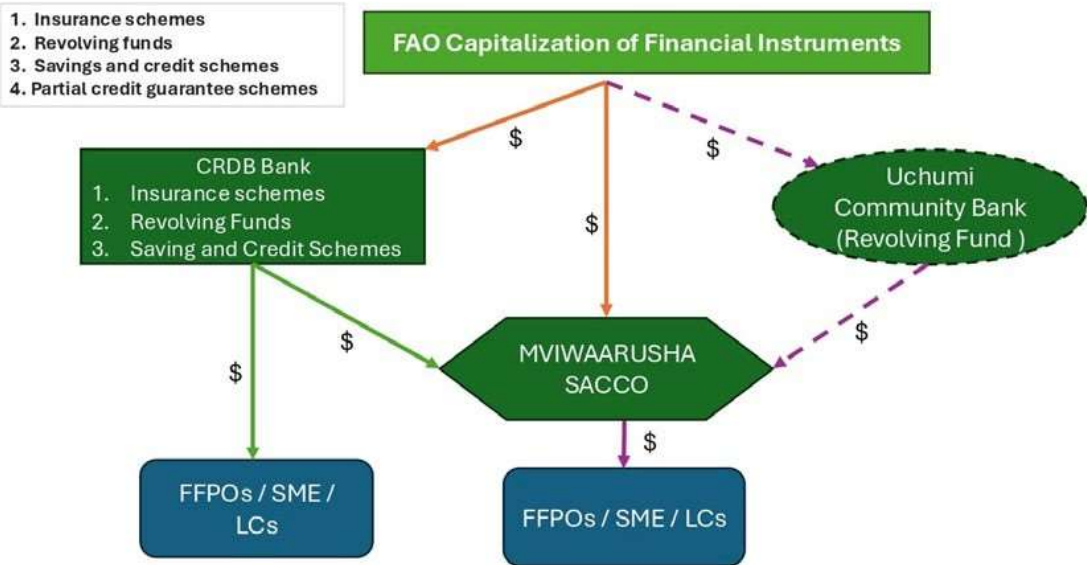
2025 Country Workplan Overview

Description of the work plans	2025				Comments
	Q1	Q2	Q3	Q4	
Country-level Programme Implementation (core countries)					
Implement detailed outcome-based country work plans in Bolivia, Ecuador, Togo, Ghana, Kenya, Madagascar, Togo, Zambia, Nepal, Tanzania, and Viet Nam (<i>Detailed country work plans in appendix</i>)	X	X	X	X	FFPO and Government partners, Facilitators and Country Coaches
Monitor progress of ongoing LoAs, and DBGs and prepare new LoAs/ <u>DBGs with</u> primary FFPO partners and small grants recipients	X	X	X	X	Facilitators and country Coaches, FFF Monitoring team
National Advisory Committee meetings	X			X	Facilitators, FFPOs, Gov. partners, local implementing partners FAO, IUCN, AgriCord Agri-agencies, IIED, country coaches.
Participate in regional and global exchange and learning conferences		X	X	X	FFPO and government representatives
Training workshops	X	X	X	X	Facilitators, management team
Country-level M & L support	X	X	X	X	Facilitators, country coaches, FFF monitoring team, IIED
Country Annual Meetings, Reports on impacts by Outcomes				X	Facilitators, Coaches, IIED, FFF monitoring team
Country-Level Programme Implementation (network countries)					
Identification and assessment of FFPOs and other relevant stakeholders in Gambia, Guatemala, Colombia <u>and Liberia</u> , which can be incorporated into components of FFF's national, regional and global activities	X	X	X	X	Facilitators, Country coaches
Participate in regional and global exchange and learning events		X	X	X	FFPO and government representatives

Building Lasting Impact: Strengthen FFPOs to access Finance and Markets



Pilot Innovate finance mechanism to leverage direct access to funding for FFPOs
Example Tanzania



Country workplans Focus Area

- **Core Countries:** Outcome-based work plans, grants, training, and advisory meetings – grants core-country: 450K USD,
- **Network Countries:** FFPO assessments & implementation in Guatemala, Colombia and continued implementation in Liberia and the Gambia - grants network countries: 150-200K USD
- **Exchange & Learning:** knowledge generation, assessing impact, trainings and exchanges, local advocacy

Forest and Farm Facility

Example of Country Workplan timeline

Activity	Date (month)	Remark
Call for proposals deadline for applications	From 17 th Jan to 28 th Feb 2025	
Selection process and preparation of the LoAs ^{LoAs} , DBGs	1 st March to 15 th May 2025	
Signature and first payment LOAs, DBGs	1 June 2025	
Training on DGB implementation	15 – 30 June	
Implementation LoAs ^{LoAs} , DBGs		
Country exchanges	August 2025	
Collect “means of verification” of the targets achieved by the FFPOs with the FFF support in the whole FFF implementation	October 2025	
Gender monitoring	November 2025	
Annual monitoring and learning meeting	November 2025	
Participation in the global FFF meeting about FFPOs agents of change for climate-resilient landscapes to take place in Kenya	Early December 2025 (tbc)	Kenya as host country to be confirmed

2025 Regional Workplan Overview

Description of the work plans	2025				Comments
	Q1	Q2	Q3	Q4	
Regional and Global Programme Implementation					
Monitor and support regional partner LoAs and activities	X	X	X	x	IUCN, management team
Participate in global exchanges and conferences		X	X	X	IUCN, Management team, AgriCord, IIED,
Improve visibility and engagement of FFPOs in major events	X	X	X	X	IUCN, IIED, AgriCord, Management team

Forest and Farm Facility

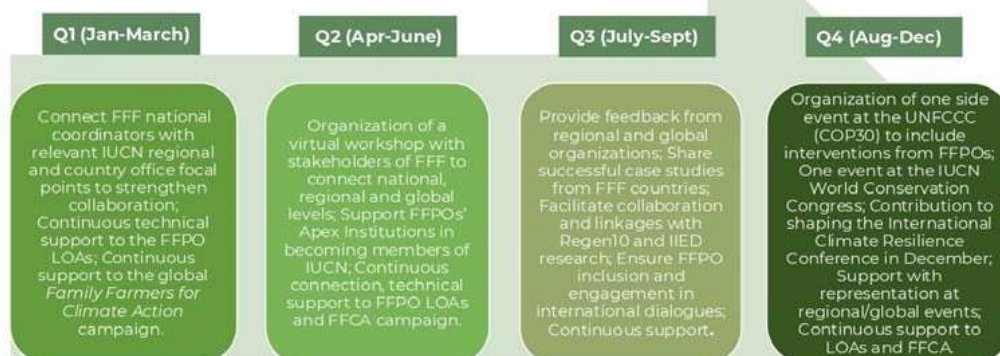
Regional and Global workplans Focus Area

IUCN will continue coordinating and supporting regional and global apex FFPOs through technical backstopping and regular check-ins. This includes:

- Technical Support & Visibility
- Engagement & Coordination
- Strategic Communication & Advocacy
- Leveraging IUCN's Country and Regional Presence
- LoA Amendments and new Agreements

Forest and Farm Facility

IUCN Workplan 2025



Forest and Farm Facility

AgriCord Workplan 2025

Broad activities	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Participation global events				
Capitalization seminar on access to investment and markets				
Guidance on carbon tools & opportunities				
Building Resilience training				
Developing resilience plans				

Forest and Farm Facility

Regional and global level

Enabling policies Family Farmers for Climate Action campaign



Core Campaign Group Coordination

Farmer Engagement

Communications Campaigns

Advocacy Training & Participation

Collaboration & Expansion

Forest and Farm Facility

Global and regional events 2025-2026

	FFPOs events		Global and regional events	
Pre-COP30	PAFO advocacy and partnership-building mission to COMESA, Lusaka, Zambia FFF Steering Committee meeting - Rome (11-13 Mar)	March	2nd East African Agroecology Conference (25-28 Mar) 5th Global Food Safety Initiative Conference (31 Mar)	
	WRF Climate Finance Webinar (9 Apr)	April		
		May	3rd International Agrobiodiversity Congress (20-23 May) WB Land Conference (5-8 May) One Planet Network Sustainable Food Systems (27-29 May)	
	WRF Pre-COP Family Farming Summit, Brasilia (6-9 June) ACOFOP Field trip Ancestral Agriculture (date TBC)	June	SB UNFCCC in Bonn, Germany (16-26 June) Forestry and Agriculture Investment Summit (4-5 June) ILC Global Land Forum (14-19 June)	
	PAFO Visit to IUCN and UNEP office for Eastern and Southern Africa in Nairobi, Kenya (date TBC)	July	Ramsar COP15 on Wetlands (23-31 July) UN food Systems Summit +4 (27-29 July)	
	White paper on gender equity within INOFO FFPOS (date TBC)	August	Organic Summit (18-19 August)	
		September	African Food Systems Forum (1-5 September) Agriculture for Development Conference (23-25 Sep)	
		October	World Food Forum (14-18 Oct) IUCN World Conservation Congress (9-15 Oct) 6th World Congress on Agroforestry (20-24 Oct)	
		November	Asia Pacific Agri-Food Innovation Summit (4-6 Nov) UN Climate Change Conference, (10-21 Nov) Belém, Brazil (COP30)	COP30
		December	International Climate Resilience Conference United Nations Environment Assembly (6-12 Dec)	
	International Livelihood Improvement Conference, La Paz, Bolivia	2026		

Knowledge co-production - 1

FFPO internal governance – Road-testing a toolkit -
conducting a smallholder farmer EUDR survey



Forest and Farm Facility

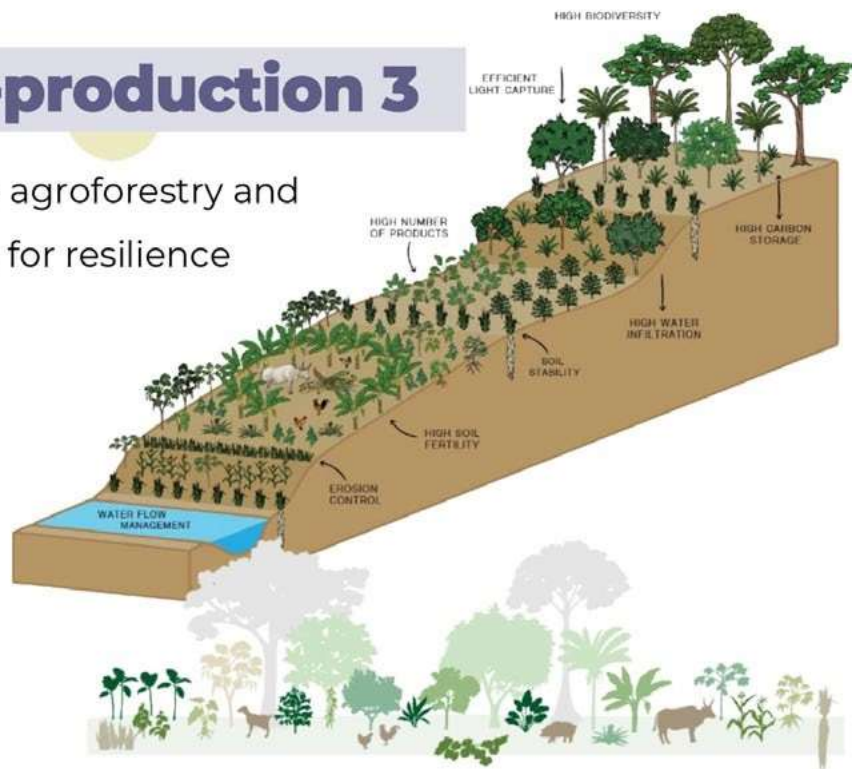
Knowledge co-production 2

Developing guidance on forming financial cooperatives & researching business unusual investors



Knowledge co-production 3

How FFPOs upscale agroforestry and community forestry for resilience



Knowledge co-production 4

Third gender empowerment
dialogue – non-business
approaches



Forest and Farm Facility

Global Outreach

- Document impact through human-interest stories, thematic features, and short videos.
- Develop fact sheets on key impacts.
- Produce a monthly email FFF update.
- Showcase successes at key events to enhance FFPO visibility.
- Maintain consistent social media engagement.
- Promote local advocacy and outreach at country level.

Forest and Farm Facility

Monitoring & Evaluation steps

Monitoring Implementation HQ

- Mapping LoAs and DBG Activities

1 Tracking of the deliverables

2 Contract activities/ FFF outcome/KPI for 2024/25

3 Investments

Monitoring Implementation Country Office

- Tracking progress on the ground
- Data collection

1 Monitoring Tools, FORIS

2 Risk mngmt checklist

3 Monitoring visits

CAPACITY DEVELOPMENT March 2025

Reporting

- Data Analysis
- Take corrective measures

Excel Tools + **end 2025 new DASHBOARD**

Evaluation & Story Telling

Improved monitoring & knowledge management

Action	Status
Management Platforms (transition)	<ul style="list-style-type: none"> • FORIS ongoing • New App platform testing (grant management, call for proposals, monitoring dashboard)
Repository Database (ongoing)	Collection of means of verification of contracts ongoing.
Digital knowledge Hub (under development)	Started to capture lessons learned from projects.



Forest and Farm Facility

Workplan Budget 2025-2026

	2025	2026
Professional Salaries	790,000	870,000
General Service Salaries	220,000	220,000
Consultants	870,000	680,000
Contracts	6,750,000	1,650,000
By country	5,200,000	800,000
DBGs	-	-
Regional	400,000	-
Global	150,000	-
Partnership Agreements	1,000,000	850,000
Locally Contracted Labour	2,000	2,000
Travel	650,000	200,000
Training	150,000	50,000
Expendable Procurement	10,000	8,000
Non Expendable Procurement	10,000	10,000
Hospitality	5,000	4,839
TSS	989,550	812,078
Secondments	877,472	780,000
Report Costs	-	30,000
Mid-Term Evaluation	110,000	-
Environmental Safeguard	2,078	2,078
GOE	25,987	25,000
GOE -External	5,000	4,094
GOE- Internal	5,000	5,000
Subtotal	10,482,537	4,541,011
Psc 5.9%	618,470	267,920
Total	11,101,007	4,808,931

Timeline Evaluation

Timeline	Key Actions
January 2025	Launch of evaluation preparation
February-March 2025	Finalize ToR, recruit evaluation team
March-April 2025	Inception phase, documentary review, evaluation design
May-July 2025	Evaluation mission (field visits, stakeholder meetings)
August 2025	First draft of the evaluation report
September 2025	Second draft, validation workshop
October 2025	Finalization of report
December 2025	Final report published
January 2026	Management Response
January 2027	Follow-up report

Forest and Farm Facility

Scope of the evaluation

- Assess Phase II's achievements, challenges, and lessons
- Inform a potential next phase.
- Covers implementation from 2018-2026, focusing on post-2020 activities.
- Evaluates relevance, effectiveness, efficiency, sustainability, and exit strategies.

Forest and Farm Facility

FFF major activities in 2025

FFF Evaluation 2025 (**March-Oct**)

DBG Audit tbd 2025

FFF preparation next phase proposal (**March – Dec**)

FFF Ad-hoc donor & SC meetings (**Sept/Oct** tbd)

UNCCCCD – COP30 Brazil (**November**)

FFF Global learning event (Kenya/Bolivia tbd) – 1st week

December

Forest and Farm Facility