



Forest and Farm Facility

Minutes of Steering Committee Meeting

10–11 March 2026, 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; seven out of nine SC members were present.

FFF 2025 Results

- The Annual Report was presented. By end 2025, all FFF Phase 2 targets in all outcomes had been met.
- The Financial Report was presented.
- The Annual Report and Financial Report were endorsed.
- The formal evaluation of the FFF programme was successfully completed in 2025.
- The FAO Management Response to the FFF Evaluation was endorsed.
- Brazil joined the FFF programme as a new network country.
- The FFF is engaged in COP30 TERRA, an initiative to accelerate global uptake of agroforestry and agroecology, and pilots blended finance mechanisms.

FFF Workplan & Budget for 2026

- The workplan (which has incorporated recommendations from the evaluation) and budget for 2026 were presented. The proposed budget for 2026 is USD 8.8 million.
- The workplan and budget for 2026 were endorsed by the SC.
- The focus for 2026 is to complete country-level grant activities, document impacts, record and disseminate lessons, strengthen policy engagement and partnerships, and to formally close Phase 2.
- Major global events in 2026 include a FFF Global Conference in Santa Cruz, Bolivia in June, and FAO COFO/World Forestry Week in Rome, Italy, in September/October.

Strategic Priorities for the Last Year of FFF Phase 2

- Strategic priorities for 2026 were presented and discussed:
 - Outreach and visibility: Phase 2 results and impact
 - Launch of the FFF Monitoring and Evaluation App
 - FFPO Knowledge Hub and Community of Practice
 - New FAO financial mechanism (CAFI pilot in Tanzania)
 - Maturity Assessment Tool
 - Phase 2 Closure

Next Phase Proposal

- SC members engaged in an in-depth discussion around a possible Phase 3. Important themes included articulating how it will build on the FFF model, mobilize sustainable finance, enhance transformational change at all levels, and scale-up impact within and beyond FFF countries.
- The transition timeline was outlined and input from the SC was requested for further developing the Phase 3 concept note.

Next steps

There will be an ad-hoc virtual meeting with SC members in the next 6 weeks to support the development of the Phase 3 concept note. The proposed date for the next SC meeting is early **October 2026** in person at COFO, Rome.

1. Introduction and Welcome

Chair Salina Abraham opened the meeting, welcoming participants attending both in-person and online. See the list of participants in Annex 1. She highlighted that the meeting comes at an important moment both for the FFF programme and the broader global development landscape. She emphasized that the current global context – marked by shifts in donor priorities and development approaches – creates both challenges and opportunities. She encouraged the committee to reflect on how the lessons and impacts of FFF can shape future approaches to development, particularly those that prioritize local ownership, equitable resource distribution, and sovereignty of local actors. She urged members to identify the most meaningful insights and principles from the programme and ensure they inform future initiatives.

FAO Forestry Division Director Mr. Zhimin Wu welcomed participants and emphasized that the forestry sector is currently facing major global challenges. Mr Wu stressed that strengthening producer organizations is key to protecting and sustainably managing forest resources. He identified four areas where the steering committee’s strategic guidance is particularly important:

1. Identifying scalable best practices
2. Guidance for 2026 programme closure
3. Strategic communication with donors
4. Integration into broader initiatives and policy frameworks.

FFF Officer-in-Charge Ewald Rametsteiner welcomed participants and noted that this meeting is particularly significant because it is the last in-person steering committee meeting focused primarily on reviewing progress and guiding work within the current phase. He emphasized that the year 2026 would focus on consolidating achievements and capturing lessons learned from the programme. He stressed that the FFF approach – supporting producer organizations directly and integrating environmental, economic, and social outcomes – has proven effective in generating change on the ground. However, the broader global context has become more complex, making it less clear how to scale and sustain these successes.

Therefore, he called on the steering committee and partners to contribute insights on how best to:

- Collect and use the programme’s accumulated experience and evidence
- Continue supporting producer organizations in a changing development landscape
- Identify opportunities for future collaboration and investment

The meeting agenda was introduced and adopted – see Annex 2.

2. FFF 2025 Results

Ewald Rametsteiner presented the [FFF Annual Report 2025](#). See the power point presentation in Annex 3.

Highlights of Annual Report

- FFF has achieved all Outcome Targets by end 2025
- Independent evaluation confirmed strategic relevance and effectiveness of the FFF
- COP30 presidency launched PAS initiative TERRA, co-led by FFF/FAO, aiming to build on FFF
- FFF expanded to include Brazil as a network country
- FFPO Knowledge Hub and peer-to-peer Community of Practice were developed
- Monitoring, learning and risk management systems strengthened
- Increased outreach – over 50 stories about FFPOs and over 30 gender case studies

Outcome 1 – governance and policy

- 4 800 additional FFPO members engaged in advocacy in 2025

- 16 national policy changes supported in 2025
- 5 regional/global policy changes achieved in 2025
- Strong presence at UNFCCC COP processes, including COP30 engagement

Outcome 2 – enterprise and finance

- 20 apex FFPOs supported to provide business incubation services in 2025
- 88 new or strengthened businesses in 2025
- Strengthened value addition, market access and entrepreneurship
- Business incubation embedded within producer federations
- In 2025, from 216 surveyed FFPOs, 73 had access to finance

Outcome 3 – climate and landscape

- 157 640 ha under improved restoration, protection or sustainable management in 2025
- 355 072 people benefiting from landscape improvements
- 84 additional FFPOs adopted climate resilience plans/practices in 2025

Outcome 4 – social inclusion

- 282 659 people benefited from improved social or cultural services since 2018 – more than two and a half times Phase 2 target
- Global survey of 143 FFPOs (2025) showed 92% reported improvement in women entrepreneurship skills and 61% reported women entering male-dominated sectors
- Continued progress in women’s leadership, participation and economic empowerment

Crosscutting themes

- Partnerships and scaling (GEF Drylands Sustainable Landscapes Impact Program; AFR100; RRR Project; GIZ Forests4Future)
- Collaboration with Global Soil Partnership; engagement with G20 Global Alliance Against Hunger and Poverty; pilot in Tanzania on blended finance instruments; TERRA and other COP30 engagements
- Gender and social inclusion – 88% of FFPOs supported by FFF reported an explicit focus on women’s empowerment and gender equality in 2025

Regional and global highlights

- 10 regional and global FFPOs backstopped
- 6 regional and global policy agendas developed
- Policy advocacy on role of FFPOs to achieve multiple outcomes delivered at 4 global events
- More than 200 people trained on climate resilience

Highlights of Financial Report 2025

- Total expenditures of USD 8,230,665 for the reporting period (1 Jan – 31 Dec 2025).
- Approximately 45% funds (USD 3.9 million) went directly to FFPOs in 2025.
- 29 Letters of Agreement and 49 Direct Beneficiary grants were issued.
- Total donor contribution is approximately USD 65.2 million (including the ~USD 844k exchange rate gain).

Partner presentations

The partners also presented highlights from 2025. IUCN reported on advocacy initiatives at a regional and global level. IIED highlighted their ‘GET-SET’ publication centered on governance assessment, and their survey on EUDR which reveals a high prevalence of EUDR-relevant production but low awareness. Their ‘Beyond Just Buying’ publication looked at successful private sector linkages and noted the need to enhance

such linkages. Further, FAO and IIED are preparing a hands-on toolkit to guide FFPOs setting up these matchmaking events. AgriCord discussed the success of their climate resilience training.

FFF Final evaluation recommendations

- Continue the FFF through a successor programme maintaining direct funding to FFPOs while addressing structural constraints.
 1. Move towards multi-year programming with clearer FFPO maturity assessment and graduation pathways
 2. Strengthen partnership institutionalization and engage FFPOs and Indigenous Peoples more directly
 3. Re-conceptualize and integrate cross-cutting themes; systematically address gender, youth, indigenous rights
 4. Scale direct financing mechanisms with differentiated inclusion mechanisms
 5. Strengthen links between country work and regional/global advocacy, engaging Rio Conventions
 6. Build a comprehensive monitoring, learning and impact documentation systems

Management response to evaluation

- The management fully accepted recommendations 1, 3, 4, 5, and 6 and partially accepted recommendation 2. Action will be taken to:
 - Develop of a maturity model and exit strategy
 - Strengthen institutional partnerships and operational capacity
 - Enhance cross-cutting teams for communication and gender
 - Improve links between country implementation and global policy engagement
 - Strengthen monitoring, learning, and impact documentation systems
 - Expand the knowledge management hub and FFF digital tools.

SC Discussion

- SC members acknowledged the strong performance of the FFF in 2025, commending the team for compiling strong data and evidence, based on FFF outcomes and indicators.

SC Recommendations and Action Points

- The SC recommended to provide more narrative text to explain data contained in the financial report in the financial report 2026.

SC Decisions

- The Annual Report 2025 was endorsed by the SC as presented.
- The Financial Report 2025 was endorsed by the SC as presented.
- The FAO Management Response to the Evaluation was endorsed by the SC.

3. FFF Workplan and Budget for 2026

Overview of the 2026 Workplan

The proposed workplan and budget for 2026 were presented:

Country level programme management/operations

- Jan-June 2026: implementation and monitoring of last batch of grants to FFPOs
- Country impact assessments overseen by Apex FFPOs

- Matchmaking events between FFPO entrepreneurs, financial and private sector
- Maturity/sustainability assessment pilots in each country
- Country annual meetings and reporting on impact
- June-September 2026: closure of approximately 300 contracts and grants across national, regional, and global levels

Key global events

- 23-27 June 2026: FFF Global Conference, Santa Cruz, Bolivia
- 28 September – 2 October 2026: COFO/WFW, Rome, Italy, including FFF impact event and launching next phase and TERRA Global Productive Forest Initiative event

Gender activities 2026

- 14 Gender Action Plans to be prepared and validated with countries
- 30 gender-responsive case studies to be published online
- FFF gender publication “Impact and lessons learned on gender and social inclusion” to be written and published
- Gender and social inclusion strategy for Phase 3 to be developed
- Gender monitoring to be supported through FFF app

Regional and global workplans

- Strengthen common policy advocacy agenda and messaging linked to COPs
- Co-develop and implement regional advocacy strategies
- Document key impacts and lessons learned and create a member-based Knowledge and Competency library
- Document and disseminate finance and enterprise models at regional and local levels
- Strengthen FFPO internal operational and financial systems
- Generate and consolidate country and regional case write-ups on climate-resilience, biodiversity and land restoration practices
- Build and share FFPO knowledge on nature-positive agricultural systems

Knowledge and co-production

- Document impact through 6 country videos (Bolivia, Ecuador, Ghana, Togo, Nepal and Viet Nam).
- Produce 4 thematic videos (one for each outcome) on improving policies, entrepreneurship, climate action and social and cultural protection.
- The Gender Dialogue series will conclude, alongside a range of other peer-to-peer dialogues organized to showcase FFF findings.
- Fully operationalize and expand the FFPO Knowledge Management Hub as the global repository.
- Strengthen the Community of Practice and peer-to-peer learning by expanding access to multilingual knowledge, creating lasting learning assets, and producing simplified materials for grassroots producers.
- Deliver global webinars on internal finance and climate resilience.

Proposed 2026 Budget Plan

- The proposed budget is approximately USD 8.8 million, including USD 3.3 million for LoAs. Of this, USD 1,560,648 relates to LoAs committed in 2025 but approved only in late December 2025 due to country-level delays; these funds will therefore be recorded and executed in 2026.

SC Discussion

- SC members asked whether recommendations from the **recent programme evaluation** had been incorporated into the 2026 workplan. The FAO team confirmed that the management response actions have been integrated.
- The SC asked for clarification on:
 - Access to the **FFF App**. The dashboard can be downloaded and shared with management and partners, and external organizations. It is a FAO Domain tool which means FAO can edit data, other users can work with the data.
 - Development of a **Knowledge Hub platform** integrating programme resources and libraries. It was clarified that in 2026, the platform will be further curated and expanded, including the integration of previously uncatalogued materials developed directly by FFPOs. The focus will be on ensuring that practical toolkits, case studies and policy resources are easily searchable, multilingual and accessible across the global network.
 - It was clarified that the Knowledge Hub and the App are managed by two separate platforms hosted by FAO. The Knowledge Hub being hosted by FAO systems, it can not be operated by an FFPO.
- One SC member emphasized the importance of ensuring that the programme reflects **plural worldviews and knowledge systems**, particularly those of Indigenous peoples and local communities. Key points:
 - Avoiding a purely market-centric or Western-centric model
 - Recognizing different relationships between people and nature
 - Aligning FFF work with international frameworks such as the Kunming–Montreal Global Biodiversity Framework; discussions on transformational change; and just transitions in climate policy.
- SC members asked for clarification on **budget and timeline**. The FAO team clarified that many financial commitments were approved in 2025; country offices already have authority to spend funds in 2026; the June deadline for most activities is intended to allow sufficient time for grant closure and reporting, which may extend into August–October. This timeline is necessary because programme closure procedures can be complex and time-consuming.

SC Recommendations

- Regarding demonstrating impact, members emphasized the importance of developing **clear strategic messages** to communicate the impact of FFF to external audiences. Suggestions included:
 - Presenting a holistic story that links programme outcomes
 - Clarifying the objectives of different communication products
 - Developing key messages that resonate with target groups.

SC Decisions

- The Workplan and Budget for 2026 was formally endorsed.

4. Strategic Priorities for the Last Year of FFF Phase II

The FFF partner team presented the following strategic priorities:

- Outreach and visibility: Phase 2 impact
- FFF Monitoring and Evaluation App
- FFPO Knowledge Hub and Community of Practice
- New FAO blended finance mechanism (CAFI pilot in Tanzania)

- Maturity Assessment Tool
- Phase 2 Closure

Outreach and visibility: Phase 2 impact – a package comprising impact stories, videos and factsheets on the four outcomes was discussed. A policy brief on the collective power of FFPOs as agents of change will be created and published, highlighting the legacy of FFF in 15 countries. A gender impact report will be published. There will be further knowledge papers, communications products, as well as a learning event at the Bolivia conference and events and displays at COFO.

FFF Monitoring and Evaluation App will continue to be strengthened to track payments with provision of mandatory documents.

FFPO Knowledge Hub and Community of Practice – the last SC meeting identified FFPO knowledge generation and sharing as a strategic priority for further enhancing and sustaining impact of Phase II. In response, the Knowledge Hub was created. It integrates knowledge into the project cycle and curates publications as well as hosting webinars. It currently has 325 community members from 35 countries. More than 100 countries are being reached, showing that FFF has an impact way beyond the countries in which it works. The goal is to foster a culture of open knowledge and learning. A central priority in 2026 will be the full operationalization and expansion of the FFPO Knowledge Management Hub (KMH) as the single global repository of FFF knowledge. Details provided above. 2026 will strengthen the FFPO Community of Practice through a scaled participatory impact documentation process. FFPOs will lead the development of their own impact cases and share tested “tactics that work,” reinforcing peer-to-peer learning and cross-country collaboration.

New FAO blended finance mechanism (CAFI Pilot) – in 2026 FFF will start to operationally implement a USD1mil project in Tanzania, piloting the new “Capitalization of Finance” mechanism developed at FAO. The pilot supported by FFF will be delivered through two complementary channels: national financial institutions (including development finance-type institutions) and selected SACCOs, which together provide tailored financial packages to FFPOs and entrepreneurs, including insurance, guarantees, loans, and revolving funds. CAFI is a component where the FFF could be a conduit to innovation. It is a strategic shift – moving away from providing grants to catalyzing finance at scale. It targets the ‘missing middle’ of FFPOs that are too large for micro finance but too risky for commercial banks.

Maturity Assessment Tool – two FFPO maturity assessment tools were selected for piloting by the partners:

- COMET – assesses overall maturity and programme impact; to be used for all FFPOs
- FEAT to RISE – assesses readiness to access finance; to be used for advanced FFPOs

They will be piloted in all FFF countries from April-June, with results expected to be presented to the SC in September.

Phase 2 Closure – FFPOs will be required to submit a final narrative report summarizing achievements, challenges and impact within 60 days of the due date specified in the Funding Agreement. Operational closure will take place within a month after the narrative report has been submitted. Financial closure is to be initiated at least 60 days before the Funding Agreement deadline. The Final Financial Report will be certified by the CSF, then submitted to resource partners. The DSG and SC will be notified once closure is officially completed.

SC Discussion

The SC welcomed progress on the **FFF App** and asked how this tool is helping outreach and communications. The dashboard allows a rapid extraction of data on LoAs and an aggregation to generate charts quickly.

There was extensive discussion about the **Knowledge Management Hub**. SC members enquired whether it would include documents not related to the programme, as FFF connects many platforms and organizations.

There were suggestions to broaden it beyond being a FFF knowledge hub but truly a FFPO knowledge hub. SC members stressed the importance of documents being available in local languages. BMZ noted possible synergies with the Forest and Landscape Restoration Hub, as it might be interesting to integrate lessons learned. EAFF asked for clarification if the FFF App and Knowledge Hub would be linked.

SIDA requested additional information on the FVC pilot to better understand how it will be used and how far it has progressed. EAFF welcomed the model, highlighting that the pilot financial mechanism could help reduce risk, thereby enabling the selected financial institution to extend credit to farmers.

SC members discussed the maturity assessment tool, pointing out that maturity might be different in different continents and contexts.

Regarding a **final report for Phase 2**, the SC were asked for guidance as to whether they would be satisfied with a final report of phase 2 that is simplified, or an outward facing report for Phase 2. SC members agreed to a short report on phase 2 impact and lessons learned. Donors additionally requested an Annual Report for 2026.

SC Recommendations and Action Points

- SC recommended that the maturity assessment tool be flexible and applicable in different contexts.
- SC recommended the production of an Annual Report 2026 and a final Phase 2 report that looks at the programme's impact and lessons learned.
- FAO to supply SC with more information in writing about the CAFI instrument being used in the Tanzania pilot, clarifying how the instrument works, how it will be used and how far the pilot has come.

5. Next Phase Proposal

Ewald Rameststeiner presented the outline of a possible Concept Note for the proposed next phase, explaining that it builds on the independent evaluation of Phase 2, combined with donors' perspectives. Of note is that the current proposal has three Outcomes instead of four, and that aspects of what was previously Outcome 4 have been combined under cross-cutting priorities. These include social inclusion, government coordination, knowledge, capacity and peer learning and robust monitoring, learning, impact and documentation systems. A timeline for the development of Phase 3 was set out and the transition phase was discussed.

SC Discussion

Development of concept note

SC members agreed there was tremendous potential for Phase 3 and that this was an opportunity to re-imagine how a future FFF could effectively help induce and support the systemic transformations needed on the ground. How to both consolidate achievements and **scale up** was also an important discussion topic.

SC members asked whether it was necessary to structure the programme as **“core” and “network” countries** and what the mechanism would be to allow more countries as well as more FFPOs to join.

SC members highlighted the need to clearly articulate what **the FFF model** is and what is being scaled up.

One SC member stressed the need to reach out to target **country governments** and influence them to dedicate a portion of their national budgets to implement the FFF model among their FFPOs, enabling and ensuring wider scale up-take and sustainability.

Regarding policy, SC members highlighted the importance of building on the convening power that FFF has, working with governments and the private sector to amplify this and influence more **policy changes as well as private sector engagement** at different levels.

There was discussion around **how the FFF builds relationship with other programmes** (AFR100, GEF-DSL-IP Dry Landscapes, TERRA) for enhanced impact.

Regarding **partnerships** such as GEF and GCF, SC members suggested the FFF could look at how better to support FFPOs to be better involved in respective country projects by building their capacity.

There was in-depth discussion about **improving access to finance at all levels** and the need to move beyond the dichotomy between private and public finance. Financing ideas included the possibility of establishing an endowment fund. The example of the Legacies Landscapes Fund was given as a model for the FFF to think about, where parks can get USD 1m but need a private match of USD 5m. Ways for the FFF to support farmer-led, farmer-managed finance was also discussed. There was a suggestion to include **a separate outcome on sustainable finance** which covers how to deploy existing finance and how to mobilize additional finance. SC members discussed how financing and access to finance for rural farmers is critical to scaling up work.

SC members emphasized that FFF is unique in terms of helping FFPOs to unlock more resources and that its capacity to **mobilize catalytic funding** is not visible enough. For example, EAFF was supported by FFF to have a global presence and then mobilized USD 800 000 in support from other partnerships.

SC members encouraged the FFF to look at the bigger picture: there are more than 1.5 billion small-scale, indigenous and local producers worldwide and the programme reaches 0.2% of them. There are contextual challenges – the FFF supports FFPOs in different regions, and although they face a homogeneous reality, they face different situations within the regions. **A more explicit reflection on those challenges can be relevant** to inform and strengthen discussions for the design of a next Phase.

SC members felt that in removing Outcome 4, the **cultural aspect** was missing. It was suggested to integrate this as a cross-cutting issue. It was also suggested to be more explicit about strengthening the collective action of IP and LC rights – they are not just safeguards, they are rights. There were suggestions to avoid the terminology of IPLC and differentiate between IP and LC instead.

The SC highlighted that the FFF is a tool for **enhancing systematic transformational change**. The SC felt it needs to be made clearer in the concept note that the FFF operates at all levels: local, national, regional and global. In terms of transformation, what is the mechanism in the new phase to ensure transformation happens at the decision-making level?

SC stressed the importance of **knowledge co-production**. The local success stories do not appear to be part of a continuous process of learning and innovation; they appear to be highly isolated cases.

FAO (Ewald) noted that **the concept note outline had been discussed with some FFPOs** and highlighted that there were good opportunities at the Global Conference in Bolivia in June to engage with development finance institutions, impact investors governments as well as at COFO in September where high-level government representatives will be in attendance and where FAO would like to launch the vision for Phase 3. The SC's **support in developing this next phase was requested**.

The DSG (SIDA) commended the strong engagement of the SC in designing a next phase, noting that SIDA focus shifts to private sector development. The SC were advised to base Phase 3 on the lessons learned, and

to broaden the resource base through government funding and the private sector. It was emphasized that SIDA needs to reassess every new partnership. The SC were advised to look at bottlenecks that have emerged and how to solve them. **SIDA cannot guarantee funding for the future.** BMZ stated that the FFF has built a very strong foundation for the future from which it can grow. As a donor, **BMZ values these conversations and opportunities to reduce poverty**, but also opportunities to use synergies with other BMZ-funded programmes, in particular the AFR100 support programme.

Timeline

- Ewald Rametsteiner set out a tentative timetable for the development of Phase 3 in 2026, subject to sufficient donor support:
 - April – develop concept note and first draft
 - May – consultation meetings on draft
 - June – finalization of umbrella and prodoc
 - July – submit to FAO for clearance
 - October – launch next phase at COFO/WFW
 - November – finalize agreement with first donors.
- Sophie Grouwels highlighted that the crucial time for input from the SC on the development of the concept note is the next 6 weeks (March/April).
- Salima Abraham agreed the SC could support, based on the diverse and strong complementary competencies of different SC members.
- SC agreed there would be opportunities at the Global Conference in Bolivia and at COFO to leverage support for Phase 3 from governments and the private sector.
- Johny Zapata suggested an in-person meeting of the SC at COFO (instead of the usual virtual meeting at this time of year) would signal our commitment to donors. Sophie Grouwels agreed we need in-person support from the SC at COFO.

Transition phase

Ewald Rametsteiner highlighted that today's discussions enriched what needs to be included in the next phase, but that this needs to be planned for concretely. The evaluation wants the FFF to move towards **multi-year agreements** and adequate financial support is needed to make this switch. The FFF needs to find other sources of funding that might be possible to access in a short space of time. Time is needed to bring new donors into the discussion. **The concept note, road map and transition plan proposal will be revised for feedback from the SC.**

SC Recommendations and Action Points

- The SC agreed to be explicitly involved in the shaping of Phase 3.
- The SC agreed to provide feedback on the concept note in the next 6 weeks. A 2 hour online meeting was suggested which Salima agreed to organise.
- The SC requested that FAO share a plan for fundraising and include suggestions of how the SC can help with resource mobilization in an intentional manner.
- The SC will reflect on whether they would like an in-person meeting at COFO in October to look at the successes and impact of the FFF in 2026.

6. Next steps

The next SC meeting is scheduled for **October 2026**. It is suggested that this will be an in-person meeting at COFO in Rome. This is to be confirmed.

7. Closing remarks

Ewald Rametsteiner thanked the participants for this in-person meeting and for the rich and productive discussions. He reiterated that 2026 is a critical year for the FFF and that the focus of work is on achieving results in 2026, concluding and closing Phase II. He hopes to see many participants at the Global Conference in Bolivia and at COFO in Rome later in the year. He expressed his gratitude to the SC, the DSG, the partners, the FFF team and the country Facilitators for all their hard work and for the impressive results they have achieved.

Salima Abraham thanked everyone for coming and underscored the need to invest in the transition to Phase 3. She asked the SC what can we harvest from our former way of working and what can we take with us into the next phase? She encouraged the SC to seize the opportunity to reflect on what the future FFF looks like and reaffirmed the SC's commitment to the next phase.

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 Diakithé**, African Union Development Agency
- **Isilda Nhantumbo**, PROMOVE Biodiversidade, BIOFUND Mozambique
- **Elizabeth Nsimadala**, Pan Africa Farmers Organization (PAFO) and Eastern Africa Farmers Federation (EAFF)
- **Diego Pacheco Balanza**, Ministry of Foreign Affairs, Bolivia
- **Esther Penunia**, Asian Farmer's Association for Sustainable Rural Development (AFA)
- **Femy Pinto**, Non-Timber Forest Products Exchange

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
- **Zoraya Gonzalez**, Programme Assistant, FAO
- **Karem Del Castillo Velazquez**, FAO Consultant, Programme Management Specialist
- **Hazel Moloney**, Programme Assistant, FAO
- **Heba MohamedFathi**, Programme Assistant, FAO
- **Richard Crompton**, Communications Specialist, FAO
- **Erica Pohnan**, Programme Management and Technical Specialist, FAO
- **Josephine Querido**, FAO Consultant, FFF Communications
- **Agnieska Gratza**, Communications Specialist, FAO
- **Duncan MacQueen**, Director of Forests, IIED
- **Kata Wagner**, Researcher Forests and Prosperity, IIED
- **Katja Vuori**, CEO, AgriCord
- **Adrian Monge Monge**, Climate and Adaptation Expert, AgriCord
- **Pascale Bonzom**, Global Head, Food and Agricultural Systems, Center for Societal Transformation, IUCN
- **Clara Gentilli**, Young Professional (FFF), IUCN

Resource Partners

- **Anne-Louise Olofsson**, SIDA
- **Benjamin Back**, BMZ
- **Malin Elsen**, BMZ

Annex 2: Agenda

Agenda of Steering Committee meeting, 10-11 March 2026

Azerbaijan meeting room- B2L2, FAO HQ, Rome, Italy

Day 1: Tuesday, March 10		
<i>Chair & Moderation: Salina Abraham</i>		
Time	Topic	Moderator / Presenter
09:00 - 09:30	1. 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 	Zhimin Wu, Director NFO FAO Ewald Rametsteiner, OiC FFF Salima Abraham, Chair SC Chair SC
09:30 - 10:30	2. FFF 2025 Results - implementation & budget <ul style="list-style-type: none"> • Annual Report & highlights • Country level • Regional and global level • Knowledge management • Climate resilience planning FFPOs • FFF Evaluation Management Response • Financial Report Q&A and SC discussion/decisions	Moderation: Chair Presentation: FFF Team [FAO, IUCN, IIED, AgriCord]
10:30 –11:00	Coffee break	
11:00 –12:00	Cont. Item 2 discussions	Chair SC
12:00 –12:15	Summary of SC decisions	
<i>12:15 - 13:30</i>	<i>Lunch break</i>	
13:30 - 14:30	3. FFF Workplan & Budget 2026 <ul style="list-style-type: none"> • Proposed Workplan 2026 – overview, incl. <ul style="list-style-type: none"> ◦ Country level ◦ Regional & global level ◦ Major events, outreach/advocacy • FFF staff arrangements 2026 • Proposed Budget 2026 	Moderation: Chair Presentation: FFF Team
14:30 - 15:30	SC guidance / approval Workplans & Budget 2026	Moderation: Chair
<i>15:30 - 16:00</i>	<i>Coffee break</i>	
16:00 - 17:30	4. Strategic priorities for the last year of FFF Phase II <ul style="list-style-type: none"> • FFF outreach & visibility – FFF II impact • FFPO Knowledge hub • FVC pilot project on Capitalization of Financial Instruments • Exit strategy & operational closure Phase II SC Discussion and guidance	Presentation: FFF Team Moderation: Chair
17:30 - 17:45	Brief report back of DSG	Chair DSG
17:45 –18:00	Closing remarks & Announcements	Chair SC
<i>19:30</i>	<i>Group Dinner</i>	

Day 2: Wednesday, March 11 <i>Chair & Moderation: Salina Abraham</i>		
08:45 - 09:00	Proposed agenda for the day	SC Chair
09:00 - 09:30	5. Next phase proposal Concept note	FFF Team
09:30 - 10:30	SC guidance on content of proposal	SC Chair
<i>10:30 - 11:00 Coffee break</i>		
11:00 - 12:00	Cont. Next phase proposal <ul style="list-style-type: none"> • Fundraising - perspective of Phase II donors • Timeline to validate and further develop the proposal <ul style="list-style-type: none"> ◦ ProDoc and Umbrella ◦ Strategic launch new phase at eg. COFO ◦ Transition 	Donors Presentation: FFF Team Moderation: Chair SC
12:00 – 12:30	SC guidance on the process to validate and further develop the proposal including fund raising	SC Chair
12:30 - 12:45	Closing remarks by FFF Manager OiC	Ewald Rametsteiner
12:45 - 13:00	Final conclusions and closing remarks by FFF SC Chair	Salina Abraham

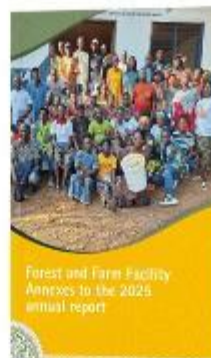
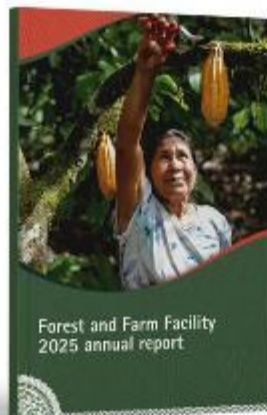
Annex 3: Slides shared at the meeting



FFF 2025 Results

Forest and Farm Facility

Annual report



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2025 highlights

- **Independent evaluation** confirmed strategic relevance and effectiveness
- COP30 presidency PAS initiative **TERRA**, co-led by FFF/FAO
- The **expansion** of FFF to include Brazil as network country
- **FFPO Knowledge Hub** and peer-to-peer learning Community of Practice
- **Monitoring, learning** and **risk management** systems strengthened
- **Increased outreach:** >50 stories about FFPOs; >30 gender cases
- Consultations advanced toward a **potential successor phase**

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Partner countries

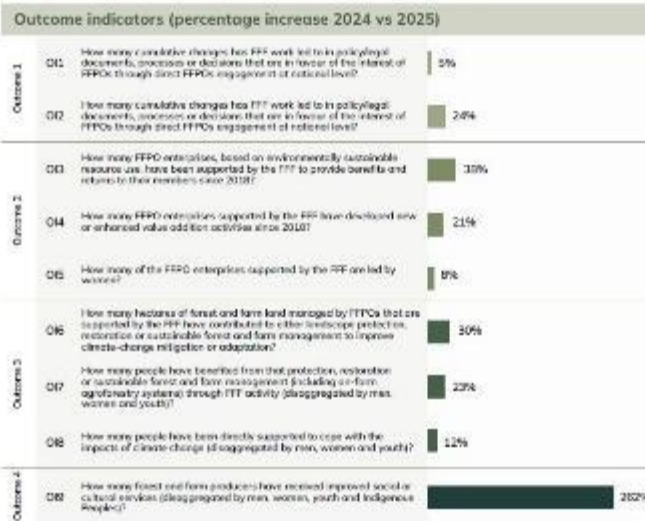


Country Results

Highlights per Outcomes

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Outcome indicators increase



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Governance & policy

- **4 800 additional FFPO members** engaged in advocacy in 2025
 - *34 668 cumulative since 2018*
- **16 national policy changes** supported in 2025
 - *336 cumulative since 2018*
- **5 regional/global policy changes** achieved in 2025
 - *26 cumulative since 2018*
- Strong presence at **UNFCCC COP processes**, including COP 30 engagement
Producer alliances increasingly shaping global climate debates



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Governance & policy

Outcome Indicator	Indicator	Target for phase II	Total achieved, 2018-2025	Target met?
OI 1	How many cumulative changes has FFF work led to in policy/legal documents, processes or decisions that are in favour of the interest of FFPOs through direct FFPO engagement at the national level?	36	336	●
OI 2	How many cumulative changes has FFF work led to in policy/legal documents, processes or decisions that are in favour of the interests of FFPOs through direct FFPO engagement at international level?	2	26	●

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Outcome 1

Governance & policy

Case study

In **The Gambia**, FFF supported the transfer of 29 community forests from state ownership to local communities, granting them legal ownership and management rights.

The transfer, which involved more than **2 300 ha**, is a significant step towards the country's forest policy objective of **transferring 200 000 ha of forests to community stewardship**, incentivising sustainable forest management.



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Outcome 2

Enterprise & finance

- **20 apex FFPOs** supported to provide business incubation services in 2025
 - *73 cumulative since 2018*
- **88 new or strengthened businesses** in 2025
 - *21% increase compared to 2024*
 - *505 cumulative since 2018*
- Strengthened value addition, market access and entrepreneurship
- Business incubation embedded within producer federations
- In 2025, from 215 surveyed FFPOs, 73 had access to finance



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Enterprise & finance

Outcome indicator	Indicator	Target for phase II	Total achieved, 2018-2025	Target met?
OI 3	How many FFPO enterprises, based on environmentally sustainable resource use, have been supported by the FFF to provide benefits and returns to their members since 2018?	12	73	●
OI 4	How many FFPO enterprises supported by the FFF have developed new or enhanced value-addition activities since 2018?	300	505	●
OI 5	How many of the FFPO enterprises supported by the FFF are led by women?	120	309	●

Enterprise & finance

Case study

In **Ecuador**, FFF supported FFPOs to introduce traceability software to manage and certify products in line with organic and EU deforestation-free regulations.

FFF also helped Kallari FFPO leverage finance for the cocoa agroforestry value chain to increase their capacity to collect raw materials from their members. This type of credit carries less risk because once they sell (export) the product, they recover the capital and repay the loan.

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Climate & landscapes



- **157 640 ha** under improved restoration, protection or sustainable management in 2025
 - *688 693 ha cumulative since 2018*
- **355 072 people benefiting** from landscape improvements
 - *Up from 289 017 in 2024*
- **84 additional FFPOs** adopted climate resilience plans/practices in 2025
 - *261 cumulative since 2018*

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Climate & landscapes

Outcome indicator	Indicator	Target for phase II	Total achieved, 2018-2025	Target met?
OI 6	How many hectares of forest and farm land managed by FFPOs that are supported by the FFF have contributed to either landscape protection, restoration or sustainable forest and farm management to improve climate-change mitigation or adaptation?	504 000	688 693	●
OI 7	How many people have benefited from that protection, restoration or sustainable forest and farm management (including on-farm agroforestry systems) through FFF activity (disaggregated by men, women and youth)?	340 000	355 072	●
OI 8	How many people have been directly supported to cope with the impacts of climate change (disaggregated by men, women and youth)?	No target set	353 866	○

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Climate & landscapes

Case studies

In **Zambia**, Choma District Tree Nursery Association set up four community seedbanks and distributed 2 400 tree seedlings.

This approach is also used in Togo, Nepal, Bolivia, Madagascar, Ghana, Kenya, the Gambia

In **Tanzania**, tree planting led by MVIWAARUSHA was supported by 26 tree nurseries, each producing over 18 000 seedlings, and 12 water supply systems. Farmers also promoted forest protection, with more than 30 000 ha now under conservation in Manyara region. Farmers restored 1 080 ha of degraded land in 2025, bringing the total since 2021 to 7 550 ha. FFF support involved training, access to finance, and biogas installation.



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Social inclusion

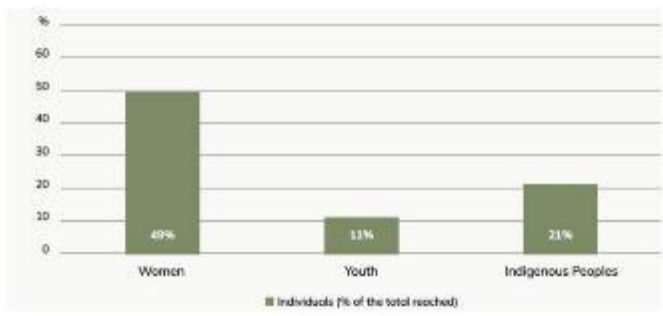
- **282 659 people** benefited from improved social or cultural services since 2018
 - *More than 2.5× Phase II target*
- Global survey of 143 FFPOs (2025) showed:
 - **92% reported improvements** in women's entrepreneurship skills
 - **61% reported women entering male-dominated sectors**
- Continued progress in women's leadership, participation and economic empowerment



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Social inclusion

Outcome indicator	Indicator	Target for phase II	Total achieved, 2018-2025	Target met?
O1.9	How many forest and farm producers have received improved social or cultural services (disaggregated by men, women, youth and Indigenous Peoples)?	120 000	282 659	●



Percentage of women, youth and Indigenous Peoples of total number of FFPO members receiving social or cultural services, 2018-2025

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Social inclusion

Case study

In **Vietnam**, FFF supported a cooperative to revive traditional Muong brocade weaving. The support included training on organic production, management, branding and cultural promotion.



A green credit fund for local development was established and the cooperative achieved a 3-star *OCOP* certification which confirms product quality and boosts branding and market recognition. Co-op members are earning about USD 100 per month from this new activity.

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New network country: Brazil

- Strengthens producer-led South-South learning in agroforestry, family farming, territorial governance and inclusive value chains.
- Direct-access 'forest finance' to Indigenous Peoples and local communities under the Tropical Forest Forever Facility.
- Supports Globally Important Agricultural Heritage Systems (GIAHS)



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PAS TERRA COP30's Action

Agenda

Together Expanding Resilient and Restorative Agroecology and



Global Productive Forests Initiative

- To scale up the transition to Agroecology and inclusive, sustainable Agroforestry Systems.
- These are solutions that combine, at once: adaptation with mitigation; biodiversity, soil, and water conservation; income generation with food and nutrition security.
- Focus on Family Farmers, including Indigenous Peoples and Local Communities as key agents of transformation in agri-food systems.



Crosscutting themes

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Partnerships & scaling

- Strong engagement with **GEF Drylands Sustainable Landscapes Impact Program** in six African countries (focus on green VC);
- Continuous collaboration with the **AFR100** programme, overseeing Outcome 1 (policy) and 3 (incubation/acceleration/blended finance)
- Co-implementation of **Restoration for Resilience & Recovery Project**
- GIZ **Forests4Future** (F4F) project cooperation on landscape restoration

- ❖ Collaboration with **Global Soil Partnership** (pilot in Ghana)
- ❖ Engagement with G20 Global Alliance Against Hunger and Poverty
- ❖ Pilot in Tanzania on **blended finance instruments** for FFPOs
- ❖ Terra and other developments at COP30

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Gender and Social Inclusion

2025 FFPO Gender Survey Results

Gender is mainstreamed in FFPO mandates, with 88% of FFPOs supported by FFF reporting an explicit focus on women's empowerment and gender equality

Clear outcomes on equality, rights & governance

- 92% FFPOs reported greater gender equality
- 85% FFPOs reported improvements in women's rights and access to resources.

Women's economic empowerment & upgrading

- 92% reported improved women's entrepreneurship
- 83% reported women in upstream value chain roles



in **Ghana**, FFPOs institutionalized gender policies and land allocation for women and strengthened women's representation in national platforms

In **Bolivia** and **Ecuador**, women advanced on value-added cocoa, achiote and honey chains through improved processing and new market channels

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Regional and Global Results

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Regional and global highlights

- **10** regional and global FFPOs back stopped
- **6** regional and global policy agendas developed
- Policy Advocacy messages on catalytic role of FFPOs to achieve multiple integrated outcomes delivered at **4 global events**
- **200+** people trained on climate resilience

Our main goal in coming to COP was to ensure that family farming is better recognized as a climate solution and to influence the Action Agenda. We also want to ensure better policies and better climate finance. Nothing can be done without proper resources, and we see there are many barriers in the current architecture to access funding directly.

Cristian Barraqueta, WRF, @COP30

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Regional and global highlights

Pan-African Farmer Organisation

- **Increased farmer influence & engagement in climate and cross-sectoral policies**
 - 2 catalytic MoUs signed
 - Policy Advocacy Training (38% women and 43% youth)



World Rural Forum

- **Strengthened global and inclusive advocacy for family farmers, influencing visibility and policy influence at COP30 negotiations**
 - 16 FFPOs from 5 continents with IPLCs, youth and women leaders represented
 - Strengthened capacity to engage in policy processes for +50 people

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Regional and global highlights

Pacific Islands Farmer Organisation Network

- Defined strategic positions and increased engagement in **regional policy and advocacy frameworks** (Policy Framework)
- Enhanced **capacities on climate resilience** and climate risk awareness

Eastern African Farmers Federation

- **Increased capacity on climate adaptation and resilience-building**, and stronger evidence-based policy
 - Farmer-led adaptation case studies



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Family Farmers campaign

Supported the Family Farmer for Climate Action to influence UNFCCC COP30 negotiations

- Support to increase national & regional media engagement
 - 11 farmers trained and 7 interviewed
 - 10+ articles featuring smallholder farmers
 - 1 report Feeding the World in a Changing Climate
 - Shaped and delivered shared COP30 advocacy messages to influence negotiations



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Other Global Advocacy and Outreach



- Participation of FFPOs in **4 international events**
- **Linking FFPOs to global initiatives** with aligned objectives
- **Amplification of FFPO success stories**
 - 15+ social media posts
 - PANORAMA stories
 - Newsletters

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Implementation timeline

Outcome	DELIVERABLES	Timeline
1	Development and implementation of FFPO advocacy strategies, including 2 policy briefings at regional level and one structured dialogue with government focal points (AFA, EAFF, WRF)	Q1-Q3
	Participation in Rio Convention processes including preparation for and engagement through 2 structured pre-COP webinars (EAFF and WRF) and a face-to-face gathering of the Climate Advisory Council (PIFON)	Q2
2	Documentation of key impacts and success stories under FFF Phase II (WRF, PAFO, INOFO)	Q2
	Capacity-building and internal system strengthening to support FFPO management of direct territorial financing	Q2
3	Knowledge generation on inclusive finance and enterprise models documenting governance operational models and impacts of inclusive territorial financing (FTM, INOFO)	Q1-Q2
	Development, packaging and dissemination of country and regional case studies on smallholder, women-led and community-based initiatives on climate resilient and landscape approaches (PIFON)	Q2
	Dissemination of FFPO knowledge and evidence through global learning events, workshops and outreach (PAFO)	Q2

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Knowledge co-production 2025

Consolidation of learning per Outcomes

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Outcome 1

Trying and testing internal governance support tool – and backing document

Survey of FFPO awareness of and compliance capabilities for EUDR



Outcome 2

Private sector partnerships that go beyond just buying – how to build greater equity

Working to spread FFF private sector matchmaking approaches in DSL IP - Malawi



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Outcome 3

AgriCord building resilience toolkit now in 3 languages and mainstreamed in 6 countries

Guidance on how FFPOs help members to overcome 8 barriers to agroforestry uptake



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Outcome 4

Third international dialogue on women's empowerment – gender transformative approaches

Toolkit on growing finance from within

Women producers' dialogue series: gender-transformative approaches and services



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Climate resilience planning for FFPOs

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Access to markets and finance



Capitalization seminar on innovative means for FFPOs' access to working and investment capital and enhanced market strategies

AgriCord started a Webinar Series on Access to Finance:

- Webinar 1: Sustainability and compliance requirements for trade
 - Speakers from Finland, Kenya, and Tanzania
 - More than 20 participants from FFPOs and FFF partners
- Webinar 2: Resource mobilisation (2026)
- Webinar 3: Green financing alternatives (2026)

Barriers	Benefits
<ul style="list-style-type: none">• High technical requirements and frequent audits exclude many smallholders.• Certification costs remain a major challenge, especially when no premium is guaranteed.• Fragmented schemes and limited recognition increase bureaucracy.• Financial institutions often lack understanding of the horticultural sector.• Premiums tend to benefit exporters more than producers.	<ul style="list-style-type: none">• Market access and differentiation through compliance.• Premium prices and long-term buyer relationships under Fairtrade, Rainforest Alliance, etc.• Non-financial gains: stronger reputation, higher product quality, better environmental practices.• Women and youth inclusion as opportunity in the certification process.

Outreach at global events

COP 30 in Belém, Brazil.

Participating in and contributing to the farmer constituency preparatory meetings online and in person during COP, engaging with FFCA - FFPO members during COP 30

Speaking engagement in a side event [Unlocking Food Systems Change Through Farmer-Led Research and Policy Innovation](#) highlighting the role of FFPOs in participatory research for agroecology and local climate resilient food systems innovations

IUCN World Conservation Congress 2025 in Abu Dhabi

With two speaking engagements from Katja Vuori, AgriCord's CEO:

- Advancing Nature-Positive multifunctional landscapes through effective fund-management and blended finance for IPLCs
- Common Ground on Regenerative Agriculture for a Sustainable Future: Screening and Farmers Dialogues

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Direct engagement of FFPOs and integration with inclusive livelihood approaches

Increasing FFPO preparedness for carbon pilots integrating climate, economic and biodiversity benefits

- Review of three proposals for carbon projects involving FFPOs. Analysis concluded that the conditions proposed in the carbon credit schemes were not conducive for FFPOs (*high risk, uncertain revenue*).
- FFPOs expressed interest in exploring biodiversity compensations (PES) alongside carbon credits.

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Engagement of FFPOs and integration with inclusive livelihood approaches

FFPOs have mainstreamed climate change into their operations

- Three virtual meetings (MAR, MAY, & SEP) of AgriCord's Climate Working group involving FFPOs and Agri-agencies.
 - *BR-workshops roadmap, carbon guidelines, resilience indicators, global events representation*
- Updated version of the Building Resilience Tool-I (English Spanish, French, and Swahili) + BRT-II launched in November (English Spanish, French).

<https://www.ffd.fi/buildingresiliencetool>

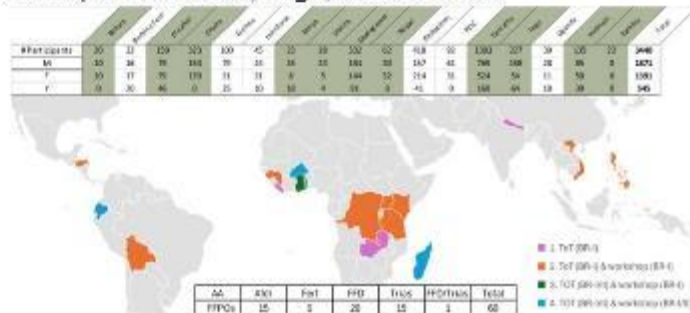
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Engagement of FFPOs and integration with inclusive livelihood approaches

FFPOs have mainstreamed climate change into their operations

- BR-I workshops in Ghana, Liberia/Gambia, and Bolivia.
- BR-II workshops in Ecuador, Togo, and Zambia.



Engagement of FFPOs and integration with inclusive livelihood approaches

FFPOs have mainstreamed climate change into their operations

- The consolidated data from 14 countries across Africa, Asia, and Latin America identifying the main climatic hazards by farmers, suggest a common thread: **IT IS MOSTLY ABOUT WATER!**

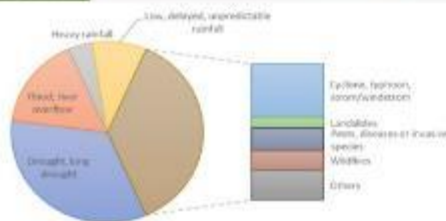


Figure 1. Main climate associated hazards identified based on 64 BR-I reports

SPECIFIC EXAMPLES OF IMPLEMENTED INTERVENTIONS

- **Tanzania:** Define farmers' lead priorities for AE research, promote saving and lending groups, awareness campaign on AE benefits.
- **Madagascar:** Facilitate FFPOs' access to meteorological information, introduce agroecological practices, use of living hedges and contour planting to control erosion, building of water capture infrastructure.
- **Ecuador:** Opening a forum with regional and local authorities to advance a "Plan de Acción Climática" building on the work done by the Chakra Amazónica (identified risks and vulnerable groups).
- **Togo:** Five Regional climate resilience plans advancing toward a national synthesis.

Management and Delivery

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FFF Final evaluation recommendations

Continue the FFF through a successor programme maintaining direct funding to FFPOs while addressing structural constraints.

1. Move toward **multi-year programming**, with clearer FFPO maturity assessment and graduation pathways.
2. Strengthen **partnership institutionalization** and engage FFPOs and IPs more directly.
3. Re-conceptualize and integrate **cross-cutting themes**; systematically address gender, youth, indigenous rights.
4. Scale **direct financing mechanisms** with differentiated inclusion mechanisms.
5. Strengthen links between **country work and regional/global advocacy**, engaging across Rio Conventions.
6. Build comprehensive **monitoring, learning and impact documentation systems**.

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Management response



DIVISIONS					
Management Response to the Final Evaluation of the Forest and Farm Facility					
II - Climate Resilient Landscapes and Improved Livelihoods (GCP/GLO/931/MUL)					
No. (a)	Management response (b)	Actions to be taken, and/or comments about partial acceptance or rejection (c)	Management plan		
			Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
1000	Accepted	1. Actions for FFF Phase II (i) Further develop "maturity model" and exit strategy, test practical application in selected FFF countries (planned: Ecuador, Ghana, Kenya, and Nepal) and refine for inclusion in next phase proposal. 2. Actions in preparation of a successor programme of the FFF (i) and (ii) Successor programme will be designed with minimum three-year programmatics and graduated support levels as standard engagement if/as far as point (b) is achieved. (ii) Mainstream uptake maturity model and exit modalities in next phase FFF proposal.	IED and FFF Partners	2026	N
			FAO (NFO, PSR) and FFF Partners	2026	Y
			FAO and FFF Partners	2026	Y
1001	Partially accepted	1. Actions for FFF Phase II (i) Further develop "maturity model" and exit strategy, test practical application in selected FFF countries (planned: Ecuador, Ghana, Kenya, and Nepal) and refine for inclusion in next phase proposal.	FAO and FFF Partners	2026	Y

Forest and Farm Facility

Recommendations

FAO Management Response to the Final Evaluation of the Forest and Farm Facility					10 January 2026
Phase II – Climate Resilient Landscapes and Improved Livelihoods (GCP/GLO/931/MUL)					
Evaluation recommendation (a)	Management response (b)	Management plan			Further funding required (Y or N) (f)
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	
Recommendation 1: Restructure the FFF programming towards multi-year commitments. a) Transition from annual contracting to minimum three-year programmatic agreements with clear milestones and graduated support levels. b) Secure multi-year donor commitments from the outset. c) Develop structured exit strategies enabling FFPOs to reach autonomy benchmarks.	Accepted	1. Actions for FFF Phase II (i) Further develop "maturity model" and exit strategy, test practical application in selected FFF countries (planned: Ecuador, Ghana, Kenya, and Nepal) and refine for inclusion in next phase proposal. 2. Actions in preparation of a successor programme of the FFF (i) and (ii) Successor programme will be designed with minimum three-year programmatic agreements with clear milestones and graduated support levels as standard engagement if/as far as point (b) is achieved. (ii) Mainstream uptake maturity model and exit modalities in next phase FFF proposal.	IED and FFF Partners FAO (NFO, PSR) and FFF Partners FAO and FFF Partners	2026 2026 2026	N Y Y

<p>Recommendation 2: Strengthen partnership institutionalization, governance and operational capacity.</p> <p>a) Take transitional steps to ensure FFPOs and Indigenous Peoples can eventually participate directly in the Facility's governance.</p> <p>b) Establish administrative arrangements better suited to partnership modality from inception.</p> <p>c) Consider joint secretariat structure with delegated authorities based on comparative advantages.</p> <p>d) Double operational capacity through dedicated administrative officers and monitoring and evaluation (M&E) focal points at country level.</p>	Partially accepted	<p>1. Actions for FFF Phase II</p> <p>d) Operational capacity for closure of Phase II will be strengthened through specific training as well as administrative and technical support and oversight of M&E focal points at country level.</p>	FAO	2026	Y
		<p>2. Actions in preparation of a successor programme of the FFF</p> <p>a) Successor programme proposal will further strengthen regional and global FFPOs and Indigenous Peoples in participation in FFF governance, including direct involvement in proposal preparation.</p>	IUCN and FFF Partners	2026	Y
		<p>b) and c) Successor programme will be designed with FAO's Partnership Agreement modalities (Operational Partners Implementation Modality [OPIM] or other).</p>	FAO	2026	Y
		<p>d) Successor programme will be designed and budgeted with stronger operational capacities for administrative and M&E staff, at country levels and headquarters.</p>	FAO	2026	Y
<p>Recommendation 3: Reconceptualize and integrate cross-cutting themes.</p> <p>a) Integrate communication and knowledge as core components of policy engagement.</p> <p>b) Embed rural finance mechanisms within enterprise development rather than as separate social services.</p> <p>c) Ensure gender equality, youth engagement, and Indigenous rights are systematically addressed across all outcomes.</p>	Accepted	<p>1. Actions for FFF Phase II</p> <p>a) Further develop and pilot FFF Knowledge Hub, including integral networking, outreach, and communication functionalities.</p>	FAO and FFF Partners	2026	N
		<p>Further strengthen communication and knowledge in FFF Work Plan 2026 (including policy briefs, 90 impact stories, 14 PANORAMA solutions, 10 videos communicating work and results; and FFF website).</p>	FAO and FFF Partners	2026	N
		<p>2. Actions in preparation of a successor programme of the FFF</p> <p>a) – c) Successor programme will be designed with cross-cutting themes of knowledge, finance, social and cultural services, gender/youth/ Indigenous Peoples integrated.</p>	FAO and FFF Partners	2026	Y

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<p>Recommendation 4: Scale direct financing with differentiated inclusion mechanisms.</p> <p>a) Extend Direct Beneficiary Grant (DBG) availability to all countries with graduated co-financing requirements.</p> <p>b) Create dedicated funding windows with simplified procedures for women, youth, and Indigenous groups.</p> <p>c) Implement systematic vulnerability mapping and accessible grievance mechanisms.</p>	Accepted	<p>1. Actions in preparation of a successor programme of the FFF</p> <p>Successor programme proposal will contain direct financing modalities with differentiated inclusion mechanism addressing points a to c.</p>	FAO and FFF Partners	2026	Y
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<p>Recommendation 5: Strengthen connection between country implementation and regional/global advocacy.</p> <p>a) Design joint regional-national work planning processes with clear role definition for regional organizations.</p> <p>b) Establish systematic knowledge exchange mechanisms linking national apex FPOs and regional platforms.</p> <p>c) Maintain strategic positioning at international forums across Rio Conventions.</p>	Accepted	<p>1. Actions for FFF Phase II</p> <p>Document national-regional alignments and analyse experiences on connections between country implementation and regional/global advocacy and modalities to influence global policy decisions.</p> <p>2. Actions in preparation of a successor programme of the FFF</p> <p>Successor programme proposal will contain specific modalities to more strongly connect and align country and regional/global advocacy considering points a to c.</p>	IUCN and FFF Partners	2026	N
			IUCN and FFF Partners	2026	Y

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Recommendation 6: Build comprehensive monitoring, learning and impact documentation systems. a) Establish baseline assessments and outcome monitoring from inception. b) Fast-track digital platform implementation for real-time data management. c) Create standardized impact metrics capturing outcomes beyond activities. d) Complete Knowledge Management Hub with materials in all relevant languages.	Accepted	1. Actions for FFF Phase II Further strengthen monitoring, learning, and impact documentation system in FFF Work Plan 2026 through updated training package on monitoring and closure of contracts for country offices and piloting of the FFF APP to streamline data management, monitoring and reporting.	FAO and FFF Partners	2026	N
		b) Pilot and use the FFF App in 2026.	FAO	2026	N
		d) Further complete Knowledge Management Hub with materials in different languages.	FAO	2026	N
		2. Actions in preparation of a successor programme of the FFF Successor programme proposal will include comprehensive monitoring, learning, and impact documentation systems, integrating experience and lessons of FFF Phase II, including baseline studies/assessments.	FAO and FFF Partners	2026	Y

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M&E Operational and Risk Management

Monitoring Progress

- Monitoring Tools to track progress of KPIs utilized by Facilitators through Teams.
- 3 monitoring loops carried out in 2025
- Results: Slow delivery risks causing delays; need for additional financial and HR capacity development.

Risk mitigation measures:

- Additional expert consultant for technical validation of assets purchased/built to minimize risks in DBGs.
- Capacity development in M&E and risk management carried out in 14 countries, including refresher. In The Gambia and Liberia, additional financial reporting trainings carried out to the FFPOs.
- Follow up on compliance of mandatory documents and reports for 793 contracts since 2018 to 2024.

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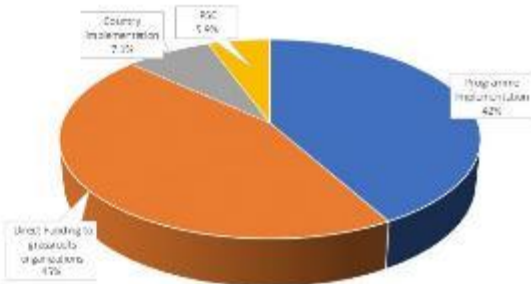
Financial report

Forest and Farm Facility

Funding in 2025

(expenditures recorded as of 14 January 2026, previous to equalization)

- Approx. 45% of funds (USD 3.69million) directly to FFPOs
- 29 Letters of Agreement and 49 Direct Beneficiary Grants issued



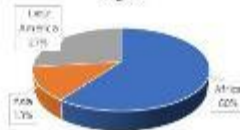
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2025 Expenditures by Region

(expenditures recorded as of 14 January 2026, previous to equalization*)

	REGO	RLEU	REGUA	REGEM	REGAM	REGMG	REGPT	REGPE	REGPEP	REGTG	REGCE	REGUA	REGAM	REGPT	Total
Consulting	51,007	47,008	48,505	39,500	45,570	54,742	48,885	38,409	48,574	35,002	37,518	11,531	17,885	16,151	402,000
EM/REGO	-	20,141	22,584	-	20,543	-	51,889	-	24,204	22,518	-	-	20,889	18,231	1,284,000
EM/REGUA	45,544	-	8,917	26,148	51,254	-	48,723	-	27,563	88,138	186,138	-	-	-	1,265,000
Travel	41,382	37,120	5,005	85,000	11,208	21,274	51,707	6,000	25,182	41,452	51,511	1,485	18,835	30,180	451,000
Training	1,221	78	10,300	1,816	1,370	1,333	12,880	-	7,951	35,812	5,910	-	117	-	88,000
TTB	37,071	-	-	-	-	-	44,031	40,700	10,400	40,500	30,820	-	-	-	344,000
EM/REGO	428	1,248	-	-	1,088	3,988	134	-	981	218	-	-	884	-	8,000
EM/REGUA	-	1,988	-	-	-	1,503	-	-	-	-	-	-	-	-	5,000
EM/REGEM	5,188	788	-	-	-	817	-	-	431	38	-	-	-	850	11,000
EM/REGMG	7,044	8,378	-	11,878	1,578	4,278	1,241	840	8,707	-	113	1,485	2,881	1,111	60,000
Total	638,758	351,988	533,034	498,000	653,180	71,515	242,462	18,321	546,271	654,885	377,873	18,989	164,415	146,285	4,773,000

Country Implementation by Region



* It is FAO's reconciliation and adjustment period used to finalize and equalize all accounts before year-end closure

Forest and Farm Facility

Total Contributions 2018-2026 to FFF Umbrella by Donor

FFF_GCP/GLO/931/MUL Contributions as of December 2025										
GCP/GLO/931/MUL	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Donor
Sweden	2,760,558	3,674,343	2,588,067	2,067,215	1,067,539	2,422,715	1,372,119	1,046,389	-	16,539,046.12
Finland	-	1,579,488	760,043	-	-	-	-	-	-	2,339,500.23
KEA	-	128,473	-	142,687	-	-	-	-	-	271,162.62
GE	849,086	-	-	1,824,818	-	-	-	-	-	2,674,722.02
The Netherlands	-	100,000	170,000	295,000	150,000	315,000	-	-	-	1,030,000.00
US	-	-	200,000	300,000	550,000	500,000	500,000	-	-	1,850,000.00
BMZ	-	-	-	0,202,310	5,079,033	5,049,389	4,085,341	5,123,384	-	21,679,282.45
FCDO	-	-	-	-	-	5,703,422	1,959,380	2,708,980	-	10,369,942.15
Total (a)	3,610,493	5,482,482	3,719,040	13,881,830	7,746,368	13,990,334	7,927,020	8,875,713	-	69,253,678

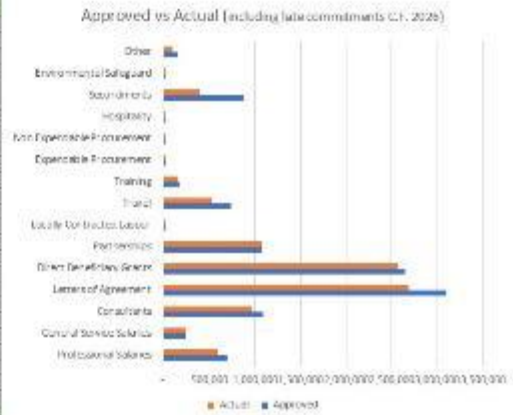
FFF Contributions under different projects										
	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Donor
FMM/GLO/147/MUL	-	-	500,000	500,000	500,000	-	-	-	-	1,500,000
GCP/GLO/397/EC	454,104	279,073	621,471	-	-	-	-	-	-	1,354,650
GCP/INT/954/GER	159,769	176,224	-	-	-	-	-	-	-	335,993
Total (b)	607,893	455,199	1,121,471	500,000	500,000	-	-	-	-	3,184,638

GLOBAL FFF CONTRIBUTIONS FROM RESOURCE PARTNERS										
	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Grand-Total (a+b)	4,218,386	5,937,681	4,840,511	14,381,830	8,246,368	13,990,334	7,927,020	8,875,713	-	76,438,211

Forest and Farm Facility

2025 Budget vs Actual Expenditures

Account Description	BUDGET OCT 2025 (a)	Commitments as of Dec 2025 (b)	Remaining Balance (a-b)	Signed Commitments January 2026
Professional Salaries	697,885	893,137	195,252	
General Service Salaries	248,000	241,841	6,159	
Consultants	1,091,877	869,827	222,050	
Contracts	6,824,887	4,707,266	2,117,621	1,560,648
Letters of Agreement (Country, Regional and Global)	3,699,867	3,422,030	277,837	1,280,927
DBOs	2,646,905	2,289,937	356,968	289,742
Regional				
Global				
Partnership Agreements	1,000,000	1,075,443	(75,443)	
Locally Contracted Labour	4,225	2,437	1,788	
Travel	755,810	632,673	123,137	
Training	166,410	153,360	13,050	
Expendable Procurement	27,800	23,875	3,925	
Non Expendable Procurement	10,000	3,405	6,595	
Hospitality	5,000	549	4,451	
IT&S	870,848	880,873	(9,025)	
Securement	877,473	887,660	(10,187)	
Report Costs	0	0	0	
Mid-Term Evaluation**	0	0	0	
Environmental Safeguard	2,078	2,078	0	
GDE	141,953	77,100	64,853	
Workshop/Opening Expense		11,810	(11,810)	
GDE -External	3,720	75	3,645	
GDE -Internal	5,000	5,073	(73)	
Subtotal	11,869,821	8,230,665	3,639,156	1,660,797
Per 5.9%	609,624	498,656	110,968	90,878
Total	12,479,445	8,729,321	3,749,124	1,751,675



Forest and Farm Facility

Discussion Annual Report 2025

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Lunch



FFF Workplan & Budget 2026

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Country Workplans

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Workplans

Description of the FFF global work plan 2026*	2026				Comments
	Q1	Q2	Q3	Q4	
Programme Management					
Preparation of 2025 annual reports and 2026 work plans	X				Extended management team
Management response to final evaluation FFF Phase II	X				GED, NFOOD, Extended management team
Steering Committee and Donor Support Group meetings	X		X		Extended management team
Global knowledge generation & management • Impact phase II package (Impact stories, outcome fact sheets, impact phase II report) • online FFPD knowledge management centre incl. Call, FFPD webinars, country fact sheets etc	X	X	X	X	IED, Coms, FFF/FAO
Global outreach, communications and media work	X	X	X	X	Coms FFF
Resource mobilisation	X	X	X	X	OC FFF, extended management team
Ensure cross-cutting gender, youth, and indigenous Peoples focus	X	X	X	X	Country Coaches, Facilitators
FFF monitoring and evaluation and piloting online information management system	X	X	X	X	M&E consultant and FFF/FAO team
FFF management retreat	X		X		FFF extended management team
FFF coordination/contribution to AFR100, GFF DSU-4, FFC pilot on financial instruments	X	X	X	X	FFF/FAO and extended management team, IED
FFF's continued contribution to the development of the COP26 initiative TERRA	X	X	X	X	Extended management team (FAO, IED, IUCN, AgriCore)
Prepare and implement Global FFF meeting "From the Ground up: Successful FFPDs shaping livelihoods and landscapes" - 25-27 June Santa Cruz de la Sierra, Bolivia	X	X			FFF Extended teams, Gov representatives, FFPDs, FFF partners
FFF Phase II impact event @COP25/WFFII - 28Sept-20Oct 2026			X		FFF Extended management, Gov representatives, donors
Preparation of 2026 Annual Report		X	X		Facilitators and FFF extended management team, IED
FAO formal project closure and reporting			X	X	FFF/FAO Team
Fiscal Report of FFF Phase II (impact)	X	X			FFF extended management team

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Workplans



Farm Facility

Workplan highlights

Programme management/operations:

- Jan-June 2026: implementation and monitoring of last batch of grants to FFPOs
- Country impact assessments overseen by Apex FFPOs
- Matchmaking events between FFPO entrepreneurs, financial and private sector
- Maturity/ sustainability assessment pilots in each country
- Country Annual meetings and reporting on impact
- June – September 2026: closure of nat, regional and global FFPO grants

FFF global events

- 23 – 27 June 2026: FFF global Conference “From the ground up: successful FFPOs improving livelihoods and landscapes” in Santa Cruz, Bolivia
- 28 Sept – 2 Oct 2026: COFO/WFW:
 - FFF impact event and launching next phase
 - TERRA Global Productive Forest Initiative event

Gender

2026 activities:

- 14 Gender Action Plans to be prepared and validated with countries
- 30 gender-responsive case studies to be published online
- FFF gender publication
- Development of gender and social inclusion strategy for Phase III
- Support for gender monitoring, e.g. through FFF app



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Regional and Global Workplans

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Regional and global workplan

Strengthened policy influence and inclusive governance

- Strengthen common **policy advocacy agenda and messaging** linked to COPs
- **Co-develop and implement regional advocacy strategies** to strengthen producer influence in national and regional policy processes
- Documentation of **key impacts and lessons learned** and creation of a member-based Knowledge and Competency library

Entrepreneurship, markets and finance for forest and farm producers

- **Document and disseminate finance enterprise models** at regional and local levels
- **Strengthen FFPO internal operational and financial systems**

Improved delivery of landscape-scale mitigation, adaptation and resilience

- **Generate and consolidate** country and regional case write-ups on climate-resilience, biodiversity and land restoration practices
- **Build and share FFPO knowledge** on nature-positive agricultural systems through workshops

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Implementation timeline

Outcome	DELIVERABLES	Timeline
0	FFF results and lessons learned documented and showcased at global FFF event in Bolivia and an IUCN-led final project webinar.	Q1-Q2
	FFF Diagnostic Study on IPLC and FFPO-managed funds finalised, supporting evidence on producer-led finance models and development outcomes.	Q3-Q4
1	Common FFPOs policy advocacy priorities and messages agreed through the FFCA, for strengthened policy advocacy and influence.	Q3-Q4
	Common FFPOs policy advocacy priorities and messages used in the lead to and at major global events (including UNFCCC, UNCBD, UNCCD).	Q1-Q2
	The voice of FFPOs strengthened through representation at high level Food Systems related events at UNCCD and UNCBD.	Q3
3	14 Panorama case studies published and disseminated.	Q2
	Country pilot collaborations in Kenya and Tanzania documented, capturing results and lessons learned, with recommendations to inform replication.	Q3
	FFPO and global partners contributed views, knowledge and experience on transition pathways towards regenerative and climate-resilient food systems.	Q2

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IUCN Workplan 2026

Technical support to FFPOs and the FFF partnership

- Backstopping regional and global FFPOs
- Consolidating Phase II **key impacts and lessons learned** from FFPOs and showcased at global FFF event and in final webinar
- **FFF global event** participation facilitated for FFPOs and 1 IUCN-led session
- Publishing an **FFF diagnostic study** on strengthening the role of IP&LC led funds to use as evidence-based policy advocacy

Strengthened FFPO policy influence and inclusive governance

- Support **strategic communication** through FFCA and **policy advocacy** priorities and messages of FFPOs
- Support **FFPOs' influence at global events** including UNFCCC, UNCBD, UNCCD

Improved delivery of landscape-scale mitigation, adaptation and resilience

- Amplify visibility of country success stories through **14 PANORAMA solutions**
- **Leveraging IUCN's country presence** (TZ and KE pilots)
- Linking with **Regen10** for mutual benefits

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COP30 - PAS TERRA - ROADMAP 2026

Event	Date, Place	Output
International Day of Forests (FAO HQ)	16–21 March 2026, Rome	List of initial "Friends of TERRA" interested countries
UN Forum on Forests – UNFF21	11–15 May 2026, New York	Political recognition and international endorsement of GPFI/TERRA within UNFF21
FFF Global Conference (Bolivia)	23–27 June 2026, Santa Cruz - Bolivia	Validated GPFI Roadmap 2026-27, FFPOs commitments
COFO / World Forestry Week (WFW)	28 Sept – 2 Oct 2026, Rome	GPFI launched and FFF next phase presented

Climate-Resilient Landscapes and Improved Livelihoods

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Enabling policy and legal frameworks

Amplifying the Voice of FFPOs on the Global Stage

- Dedicated event at AgriCord's General Assembly (Kenya) to share FFF results, coordinated follow-up actions from UNFCCC COP30 and shaping key messages for COP31.
- Support for FFPO representatives at events such as CBD's COP17 and the London Climate Action Week.

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Increased entrepreneurship, access to markets and finance

Access to Markets and Finance

- Two more events for the virtual capitalization seminars on innovative financial mechanisms. With focus on real-world challenges: traceability, certifications, and PES.
- Collaboration with IIED on access to finance, by identifying key bottlenecks and solutions to support FFPO advocacy agendas.

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Mitigation, adaptation & climate resilience

Consolidating experience

- Advance the preparedness of FFPO to participate in emerging climate finance and landscape-level programs (NbS)
 - Simplified carbon guidelines and a mapping of methodologies for biodiversity monitoring
- Consolidate "Building Resilience Toolkit" knowledge base and Community of Practice to advance farmers-led and evidence-based resilience advocacy.
 - Advance training in the application of the toolkit

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Knowledge co-production 2026

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Videos of impact

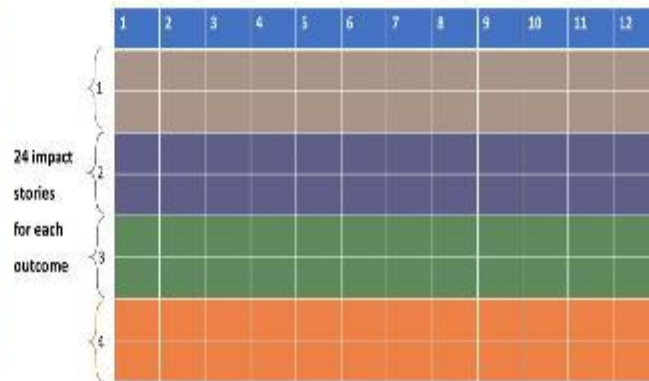
10 videos

- 6 country videos in Bolivia, Ecuador, Ghana, Togo Nepal and Viet Nam
- 4 thematic videos on FFPOs improving policies, entrepreneurship, climate action and social and cultural protection

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Impact stories



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Final gender dialogue

The series of dialogues on gender empowerment led by women champions from FFPOs supported by FFF will conclude – alongside a range of other peer-to-peer dialogues organised to showcase FFF findings

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Outreach and staff

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Major events, outreach/ advocacy

FFF/FFPO EVENTS		GLOBAL EVENTS attended by FFPOs
FFCA annual planning meeting (Manila, Philippines)	March	
EAFF post-COP30 virtual workshop AMPB regional practical workshop for women producers	April	
PITON face-to-face pre COP31 gathering (Tijji)	May	
Global FH Conference (Santa Cruz de la Sierra, Bolivia)	23-27 June	UNFCCC SB64 (Bonn, Germany) GEF Assembly (Samarkand, Uzbekistan)
	July	ILPI?
FH Nepal impact event, FH Vietnam impact event	August	UNCCD COP17 (Ulan Bator, Mongolia)
COFO/WFW (Rome, Italy) – FFF impact event & pre-launch of successor phase	28 Sept – 2 Oct.	Africa Food Systems Forum 2026 (Kigali, Rwanda)
Pacific Pre-COP31 (Tuvalu, Fiji)	October	UNCBD COP17 (Yerevan, Armenia)
	November	UNFCCC COP31 (Antalya, Turkey)

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FFF staffing arrangements 2026

FAO General Staff:

- 1 GS 5 – Programme Assistant
- 2 GS 3 – Admin

FAO Professional staff

- 1 Officer in Charge DI (TSS)
- 1 Forestry Officer P4
- 1 Forestry Officer P3 (50%) coord. Knowledge/Coms

FAO Consultants

- 1 Operations expert
- 1 Programme management expert
- 1 Sustainable development expert
- 1 Monitoring & reporting Expert
- 2 Communication specialists (1 full time & 1 part-time)
- 1 Gender expert (part-time)
- 1 liaison expert DSI –IP/AFR100 (part-time)
- 2 Interns

15 FAO Country Facilitators + part time admin. support

6 Staff IIED (part-time)

3 Staff IUCN (part-time)

4 Staff AgriCord (part-time)

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Proposed budget 2026

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FFF Budget 2026

GCP/OLO/SSU/MUL 2026 Workshop Budget Allocation	
Account Description	Budget allocation 2026
Professional Salaries	770,000
General Service Salaries	248,000
Consultants	1,280,000
Contracts	3,350,000
Letters of Agreement (Country, Regional and Global)	3,350,000
DBAs	0
Regional	0
Global	0
Partnership Agreements	0
Locally Contracted Labour	25,000
Travel	550,000
Training	80,000
Expendable Procurement	25,000
Non Expendable Procurement	20,000
Hospitality	9,840
TSS	1,512,078
Secondments	1,480,000
Report Costs	30,000
Mid-Term Evaluation**	0
Environmental Safeguard	2,078
GDE	75,000
Workshop Operating Expenses	120,000
GDE -External	19,931
GDE -Internal	20,460
Subtotal	8,109,328
Psc 5.9%	478,450
Total	8,587,779

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FFF Budget 2026

GCP/OLO/SSU/MUL Summary Budget Allocation										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
Professional Salaries	22,878	923,247	698,312	967,056	667,128	825,086	810,744	593,137	770,000	6,278,287
General Service Salaries	48,171	209,590	224,358	191,519	189,748	167,809	201,682	241,841	248,000	1,734,105
Consultants	31,408	261,517	321,818	428,039	575,894	802,275	780,403	868,826	1,280,000	5,241,577
Contracts	42,150	2,512,780	2,948,475	3,739,382	5,310,825	5,394,741	12,006,005	4,787,391	3,350,000	40,029,789
By country*		1,689,429	2,467,849	2,356,414	3,159,372	2,680,074	5,072,946	1,422,011	2,997,000	21,958,089
DBAs	-	-	-	554,420	1,064,655	1,635,009	4,835,529	2,268,937	-	10,464,420
Regional	-	281,208	-	149,480	129,298	295,707	293,717	-	-	1,110,489
Global	20,000	-	-	121,868	69,000	113,178	-	-	-	318,046
Partnership Agreements	22,150	542,122	478,631	490,250	860,432	627,893	1,750,814	1,075,443	363,000	6,208,686
Locally Contracted Labour	761	1,575	43	359	12	4,920	3,518	3,437	26,000	39,625
Travel	82,179	499,823	136,643	100,918	370,589	410,715	848,071	532,871	550,000	3,329,809
Training	15,738	81,188	41,153	252,911	123,097	181,969	217,131	153,393	80,000	900,886
Expendable Procurement	2,751	5,503	5,242	16,756	10,851	6,182	50,178	23,075	20,000	150,616
Non Expendable Procurement	1,306	6,088	9,222	13,532	4,821	3,588	16,888	3,483	20,000	78,881
Hospitality	-	3,758	2,694	-	1,245	2,004	823	545	9,840	20,909
TSS	-	11,725	226,486	38,251	94,892	292,282	613,263	409,871	1,512,078	3,160,018
Secondments	-	11,725	76,486	38,251	94,251	200,104	611,175	387,683	1,480,000	2,811,015
Report Costs	-	-	150,000	-	-	-	-	-	30,000	30,000
Mid-Term Evaluation	-	-	-	-	-	-	-	-	-	150,000
Environmental Safeguard	-	-	-	-	691	2,078	2,078	2,078	2,078	9,003
GDE	1,388	33,511	18,376	18,188	32,003	65,516	71,069	77,100	75,000	393,192
Workshop Operating Expenses	-	-	-	-	-	-	-	11,810	120,000	131,810
GDE -External	28	430	59	-	2,176	1,915	105	75	19,931	24,718
GDE -Internal	900	10,245	4,358	7,435	3,831	3,201	1,262	5,073	20,460	56,886
Subtotal	290,882	4,890,949	4,836,339	5,776,318	7,159,178	7,835,103	15,416,210	7,772,310	5,109,328	61,618,204
Psc 5.9%	14,789	274,996	273,485	340,892	422,392	462,271	903,793	488,554	478,450	3,635,474
Total	265,468	4,835,945	4,909,824	6,117,118	7,581,570	8,297,374	16,328,844	8,290,866	5,587,779	66,253,678

Forest and Farm Facility

**Steering Committee
guidance and approval of Budget and
Workplan 2026**

Strategic priorities

2026: final year of Phase II

Outreach and visibility: Phase II impact

- Creation and publication of Phase II Impact report
- Individual factsheets for each of four outcomes
- Policy brief on the collective power of FFPOs as agents of change, with a legacy of FFF implementation in 15+ countries
- Major gender report "Impact and lessons learned on gender and social inclusion"
- Knowledge papers and communications products
- Learning event at Bolivia conference
- COFO29 events and displays

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Strategic priorities for the last year of FFF Phase II

- Take stock of lesson to **strengthen connection between regional/global advocacy and country implementation** to feed in successor programme
- Take stock of global and regional policy advocacy success and **disseminate country success stories** through PANORAMA solutions
- **Inclusion of regional and global FFPOs voice** in design of FFF successor programme



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FFF M&E App

Contract & Performance Management

- **Interactive module** for contract updates, payments, and mandatory documents.

Performance monitoring

- Linked to FFF Logframe indicators and contract payments for technical overview.
- Thematic data & grievance tracking.

Programmatic dashboard for financial monitoring and risk mitigation.

- **2025 contract value** by country (per Annual Report).
- **Interactive budget filters** by country, organization, payment delays.
- **Currency-specific disbursement dashboards**.

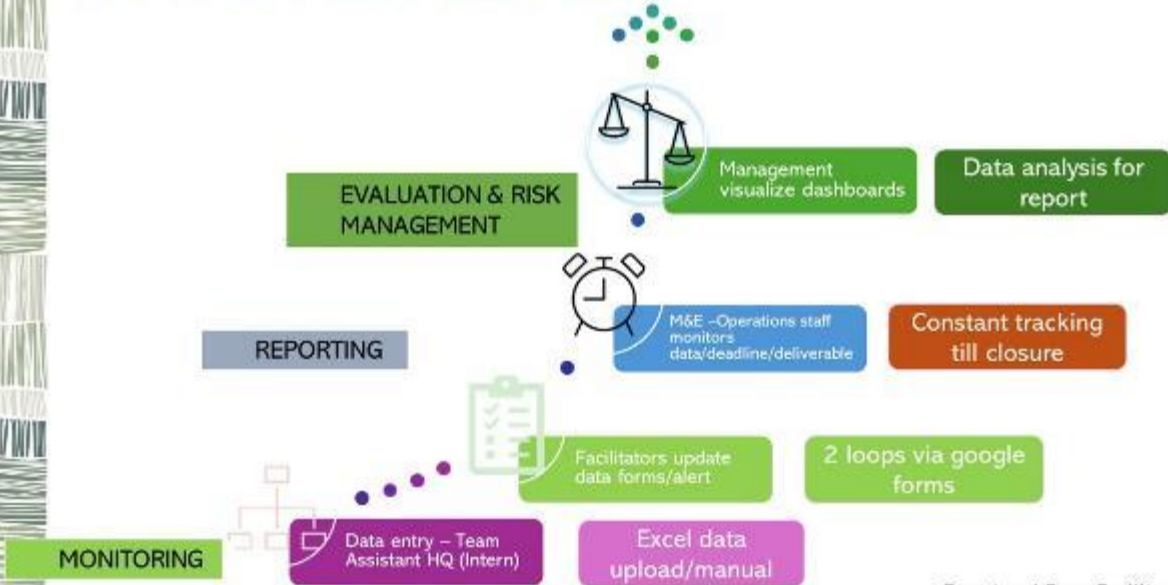
Repository of verifications

- Archive of FFPO contract deliverables vs. FFF targets.



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FFF APP M&E PILOT 2026



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FFF M&E APP PROGRESS IN 2025 (VIDEO)



Incorporation of Thematic Data Monitoring Checklist

Added a checklist form linked to contracts within the app, with registered data displayed dynamically in the dashboard.



Addition of Financial Information Source – Masterfile

Integrated a new financial data source (Masterfile) into the app, with corresponding visualizations reflected in the dashboard.



Dashboard Enhancements

Improved dashboard functionality by adding detailed data views, updating filters, and integrating the 2025 contracts for county-level performance tracking.

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FFPO Knowledge Hub

FFPO Knowledge Management Hub

Digital platform to host FFF produced knowledge products.

FFPO Webinar series

Peer to peer knowledge exchange activities

FFPO Community of Practice

Digital FFPO practitioners' community

How-To Series

FFPO directed knowledge products based on FFF webinar series

Policy Briefs

Policy recommendations based on FFF webinar series



FFPO Knowledge Management Hub



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New FAO financial mechanism

- **Capitalization of financial instruments**
- **Country:** Tanzania (first pilot)
- **Duration:** 2026–2027
- **Budget:** USD 1 million (from FAO Flexible Voluntary Contributions)
- **~70% of funds** direct to project implementation via financial intermediaries
- Designed to generate **both country-level impact and corporate learning**



Structure

Channel 1 – National Financial Institutions (NFIs)

- Funds deployed through **NFIs**
- Financial instruments provided **directly to eligible FFPOs and entrepreneurs**

Channel 2 – SACCOs

- Funds channelled through **selected SACCOs**
- SACCOs provide **loans to members under agreed eligibility criteria**

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Assessment Pilot

Pilot is to target *national FFPOs* using both tools:

- **COMET: Programmatic impact monitoring and assessment of overall FFPO maturity**
- **FEAT TO RISE: Deep dive to assess advanced FFPO readiness for accessing finance**

Both tools to be piloted in Q2 of 2026 in FFF countries with results to be shared by end Q3. Tools will be updated for usage in collecting baseline data during potential transition phase

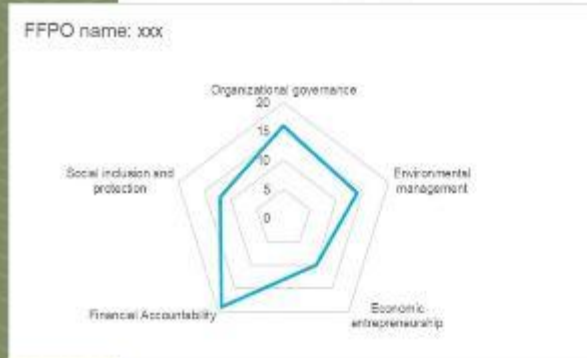


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Maturity Assessment: COMET

Collective Organization Maturity Evaluation Tool developed by IIED to assess overall maturity and nuanced impact of Programme

Calculates "maturity" score based on 5 pillars and levels of maturity (nascent, emerging, advancing, mature)



Pillars

1. Organizational governance and relationships
2. Environmental Management and Sustainability
3. Economic Entrepreneurship and Viability
4. Financial Accountability and Transparency
5. Social Inclusion and Protection

Maturity Assessment: FEAT to RISE

Agricord tool that can be adapted to assess bankability of advanced FFPOs

Elements Assessed

1. Organizational Strength
2. Profitability and Financial Stability
 - o Revenue Streams, capital structure
 - o Solvency & Liquidity
3. Productivity and Market Access
 - o Production Planning
 - o Type of Buyer and Sales Revenue
4. Inclusivity & Equity
 - o Price setting
 - o Economic benefits
5. Sustainability
 - o Succession Planning
 - o Business Continuity

2. Availability of Inventory Recording

Code	Indicator	Current Status & Score	Selected Response	Discussion Points
PMA2	Do you have a recording system for production, sales, and delivery?	0. No, there is none 1. Yes, but not consistently recorded 2. Yes, with manual recording system and process 3. Yes, automated/computer-based inventory recording system and process		

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How are the tools different?

Metric	COMET	FEAT to RISE
Number of Questions	20	59
Required to provide documents to prove?	None yet; propose to be added	Means of Verification required for questions
Who conducts the assessment?	Facilitator, Coordinator or Consultant to lead discussion with FFPO	Self-assessment; FFPO fills out themselves and provides MoV
Suitability	All national FFPOs	Advanced, business-focused FFPOs
Thematic Content	FFF Outcome Areas	Enterprise Strength and Sustainability

Forest and Farm Facility

Phase II closure

1. **Closure** of active contracts at country, regional & global levels (incl. Partner LoAs)
2. **Donor Reporting- TERMINAL Report**
 - Prepare the **Final Narrative Report** summarizing achievements, challenges, and impact (at least 60 days before due date specified in Funding Agreement)
 - Obtain LTO clearance and submit report to PSR for clearance
 - Submit report to resource partners for acceptance
3. **Operational Closure (within 1 month after narrative report submission)**
 - Request operational closure in FPMIS
 - PSS to operationally close
4. **Financial Closure (initiate at least 60 days before Funding Agreement deadline)**
 - Reconciliation and final review of accounts; **Final Financial Report**
 - All relevant documentation uploaded to FPMIS
 - Financial report certified by CSF then submitted to resource partners
 - Notify Donor Support Group and Steering Committee once closure is officially completed.

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Day 2

FFF FINAL EVALUATION REPORT:

The FFF filled a critical gap by **directly supporting FFPOs with funding, capacity-building, and strategic guidance**. Its multi-tiered support structure, which channeled resources from global to local levels through apex organizations, **demonstrated strong potential for transformative impact**.

The FFF's integrated approach – **bridging grassroots initiatives on business development and climate-smart production practices with organizational strengthening and policy-level engagement** – was broadly acknowledged as a strategic and effective model for **fostering systemic transformation in alignment with national apex bodies and institutions**.

How to bring this forward for scaled impact:

1. Strong institutionalization – across Rio Conventions and with partners
2. Focused on FFPOs: building capacities from “leaving no-one behind” upto “access to markets/VC linkages and finance”
3. More youth, women, jobs focused
4. Environmental & social safeguards remain key
5. Agroforestry, forestry, agroecology, bioeconomy

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Concept note: FFF 2027-2031

Purpose

- Scale **solutions to food, climate and biodiversity challenges** via organized producers.
- Strengthen and finance **FFPOs** as drivers of rural transformation.
- Expand **agroforestry, agroecology and sustainable forest management** for income, resilience and nature benefits.

Focus

- **Outcome 1: Producer organizations & Policies.** Stronger FFPOs and enabling policies at local to global levels.
- **Outcome 2: Production & Environmental Resilience.** Climate- and nature-positive agricultural and forestry production systems across rural landscapes.
- **Outcome 3: Inclusive businesses and finance.** Innovation, incubation, job creation; value chain integrations, markets and mobilizing public and private finance.

Crosscutting priorities

- **Social inclusion** of youth, women, marginalized IPLCs, and social protection.
- **Government coordination** at all levels, using TERRA to scale agroecology, agroforestry and inclusive smallholder forestry.
- **Knowledge, capacity development, and peer learning** through strong FFPO leadership across scales.
- **Robust monitoring, learning, and impact documentation** systems. Forest and Farm Facility

Cont. Concept note: FFF 2027-2031

Budget

- **Total:** USD 40–60 million over 5 years.
- **≥60% of resources to FFPOs** at global, regional and country levels.
- Approx. **USD 2–3 million per core country** for direct funding.
- Additional funds for **technical support, policy, knowledge management and coordination.**

Implementation Arrangements

- **Direct funding:** Direct Beneficiary Grants and blended finance via FFPOs
- **Technical support:** FFPO Innovation & Training Hubs; market/finance matchmaking; support to DFIs/MDFs; FFPO Knowledge Hub
- **Country focus:** Multi-year contracts with FFPOs in core LDCs (government buy-in); co-financing with FFPOs in network countries
- **Regional & global:** Policy advocacy (Rio Conventions), regional hubs
- **Partners:** Multi-year agreements with FFPOs; "Country Facilitator" modality for core countries
- **Secretariat:** FAO-based, with partnership arrangements (e.g., seconded staff)
- **Partnership network:** Leverage partner initiatives and coalitions

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Steering committee guidance

Next phase concept note

Discussion points

- What's new?
 - Multi-year approach
 - Focus on finance and value chains
 - Trade readiness
 - Bioeconomy first
 - Opportunities for outreach
- Resource mobilization: guidance from donors

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Roadmap for development next phase and resource mobilization

Month	Task	Comments
March - Week 2	D5G/SC discussion on Concept Note (CN) outline inc. proposal development roadmap and funding mobilization Informal bilateral consultations with core donors (BMZ, SIDA, FCO)	Guidance on full proposal and resource mobilization
March - Week 3	Full draft CN with inputs from D5G and SC sent to core partners/SC/FFPOs for comment	
March - Week 4	Initial core partners feedback	[written or online meeting] [seems very tight]
April - Week 1	Presentation of revised full draft CN to selected additional former and potential new donors	Former: NL, FI, US, IKEA New: Lux, NOR, CH, LU?
April - Week 2	Write-shop on Umbrella and prodoc, bilateral informal donor consultations	Full draft proposal Umbrella & prodoc (MUL and/or bilateral)
April - Week 3 & 4	Presentation and discussion of initial draft prodoc to core donors and potential new donors	
May - Week 1 & 2	Prodoc development and consultations Adjusted fundraising strategy	Final draft Prodoc
May - Week 2	Submission of draft for donor consideration	
May - Week 3 & 4	Consultation meetings on draft Joint resource mobilization / pledge event with core donors?	
June	Finalization of Umbrella and prodoc	
July	Submission for FAO clearance	
Aug	Clearance processes	
Sep	Clearance & submission of finals for signature	Umbrella and final prodoc
Oct	Launch of next phase FFF agreement (or intent) at COFO/WFW	COFO: 28 Sep - 2 Oct
Nov	Finalization of agreements with first donors	
Dec	Operational plan Transition phase ready	

Transition phase

- Operational arrangements between partners
- Selection of (6) countries and FFPOs
- Feasibility assessments and baselines (incl FPIC, ESS)
- Multiyear plans & budgets for countries
- Staffing
- Agreements (donors and governments)

Budget: Approx. USD 2,3 mio.

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Steering committee guidance

Greet the Country Facilitators

FFF team supporting national efforts



Closing remarks

Ewald Rametsteiner



Final conclusions

Salina Abraham

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Thank you!

