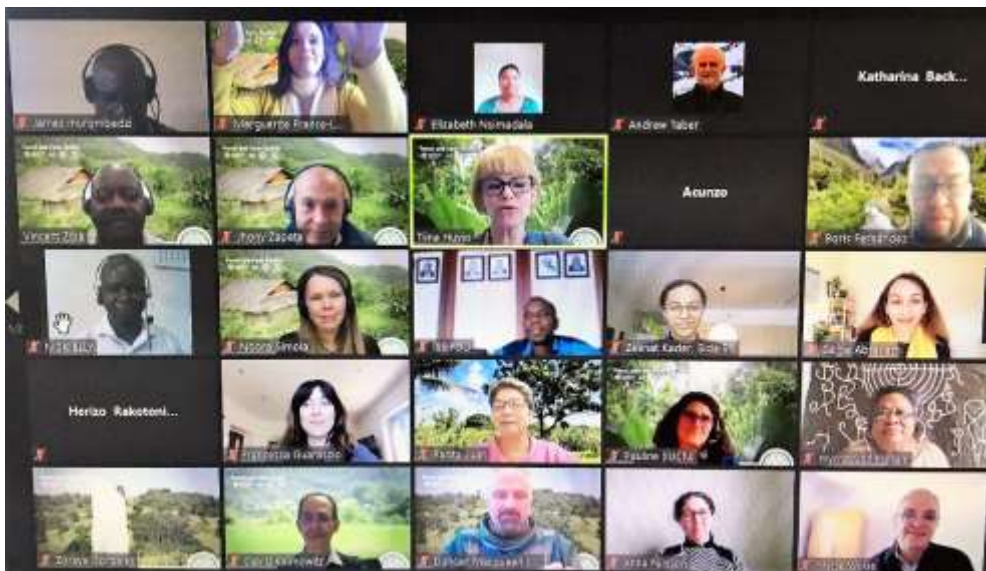


# Forest and Farm Facility

Minutes of the Steering Committee meeting

10-12 March 2021, Zoom



Forest and Farm Facility  
a partnership between:



Food and Agriculture  
Organization of the  
United Nations



# **Main Steering Committee Decisions and Suggestions**

## **Steering Committee Decisions:**

- The Steering Committee formally approved the 2020 annual report and summary report.
- The Steering Committee formally approved the 2021 workplan and budget.

## **Relevant Suggestions:**

### **Growth**

- Seek to expand FFF activities and the number of families it benefits.
- Need to reach more countries through exchanges, materials, regional and global networks.

### **Programmatic emphasis**

- COVID-19 response and recovery has gained in importance.
- More focus on mitigation and on FFPO access to climate finance.
- Capacity building activities should include strengthen FFPO digital capacity.
- More work with Indigenous Peoples organizations that do not self-identify as producer organizations.
- Look for opportunities for youth returning to their villages due to COVID 19.
- Policy work on regional and global trade important.

### **Gender**

- Continue to make gender visible in our activities.
- Rural women (including female entrepreneurs) should be at the center.
- Consider regional and global women's networks, not just national organizations.

### **Global and regional opportunities**

- Take advantage of Food Systems, Biodiversity, and Climate Change Summits to highlight the importance, needs, and concerns of FFPOs.
- Ensure women and youth are front and center in these efforts.
- Promote exchanges between regions and sharing of national experiences with regional networks.
- Consider transboundary opportunities.

### **Communications messaging**

- Champion greater and more sustained international funding for FFPOs.
- Link our messages more to climate change, One Planet health, animals, environmental services, equity, migration: topics of current interest to policy makers.

- Highlight the contributions of forest and farm producers to public goods and social benefits.

### **Management**

- Develop a matrix to key track of areas that require improvement.
- Identify measures to maintain greater coherence between work at multiple levels with different types of FFPOs and other stakeholders.

### **FFF partnership mechanisms**

- FAO should revisit/revise policies related to partnerships.
- Need to revisit FFF governance and management mechanisms.
- Build from the partners' different perspectives.

### **Outreach and Communications**

- Step up communications efforts to influence global policies.
- Continue to invest in having farmer voices heard.
- Create a network of champions to promote greater support for FFPOs.
- Prepare “success stories” about changes that affected farmers' lives.
- Target audiences more carefully.

### **Knowledge Management**

- More analysis to assess how to work at landscape, rather than just enterprise level. (Recognizing the different dimensions of the landscape level.)
- Look at certification, branding, and labeling, and the factors that influence their sustainability and equity.
- More focus on links between forest contributions and agricultural production.
- Greater emphasis on encouraging self-reflection by the FFPOs themselves.
- Videos should be part of the training.
- Consider develop training materials specifically for youth.
- Use language that FFPOs understand, get feedback from them, and incorporate that feedback.
- Measure the effectiveness of the trainings.

### **Alliances and Partnerships with Other Groups**

- Expanding and deepening global partnerships key for impact. Finds ways to do with the limit funding available for regional and global work.
- Facilitate links between national apex FFPO partners and regional FFPO networks.
- Link with similar initiatives to achieve scale together.
- Take advantage of youth engagement activities linked to Global Landscape Forum and UN Decades on Family Farming and Ecosystems Restoration.
- Strengthen ties with the International Land and Forest Tenure Facility.
- Link with Indigenous Peoples food systems work of FAO Indigenous Peoples global hub.

## **Monitoring, Evaluation, and Learning**

- Focus on impact as well as outputs and outcomes.
- We need long-term thinking.
- Discuss challenges faced by FFF and FFPOs, not just achievements.
- Seek in-kind support for environmental monitoring in project sites.
- Special attention to evaluation of training.
- Analyze lessons from FFF work with Indigenous Peoples.
- Incomes generated and volumes traded by organizations are relevant indicators.
- Develop parameters for measuring climate impact and train FFPOs in these indicators.
- Include the cultural dimension and identify cultural indicators.
- Important to assess the motivation for and impacts of moving towards long-rotation Acacia production in Vietnam.

## **Terminology**

- Use terminology that is sensitive to the fact that the groups we work with define themselves in different way.

## **Steering Committee Membership**

- Steering Committee members need to be able to read English, but not necessarily to speak it.
- Representation of FFPOs in the Steering Committee should increase.
- Might strengthen Asian and/or Latin American participation.

## Day 1: Wednesday March 10<sup>th</sup>: Central Theme: What We Did in 2020

### Welcome and Opening Remarks

Mette Wilkie gave welcoming words.

- The unusual circumstances have made it virtual and shorter; still expect it to be productive, with rich discussion. We hope and expect to be able to return to face-to-face steering committee meetings in the future.
- FFF is important to FAO's forestry work because it links global and regional activities with work on the ground, shows the link between climate, environment, and livelihoods.
- Also an example of partnership – first with our three implementing partners – AgriCord, IIED, and IUCN – with the grassroots forest and farm organizations, and with various units within FAO, among others.
- The main elements of FFF's work resonate with FAO's broader vision regarding forests: community enterprise, resilience, climate adaptation and mitigation, gender, indigenous peoples, links between government, companies, and rural communities. They are especially relevant in the context of the global need to build back better, so that we can recover from COVID-19 in a way that helps to limit climate change, biodiversity loss, and inequality.
- Very proud of the results of 2020; as you will see in the reports and the presentation today, FFF was able to make substantial progress despite the pandemic.
- No doubt this year the FFF's work will be even better. While we still need to raise additional funding, the 2021 budget of \$7.8 million will be the highest to-date.
- This is a year of transition. We are in the middle of a Medium-Term Evaluation. We have a new manager and a new global context. That makes these discussions especially important to get input. No doubt they will enrich our work. I look forward to participating.

### Introduction – proposed agenda

Tiina Huvio, chair of the Steering committee, gave introductory remarks. The meeting is recorded. Recording will be deleted once notes will be finalized.

This Steering Committee meeting includes different types of participants: SC members, donor representatives, management team, and many other FAO and FFF members as observers, including the FFF country facilitators.

She reminded everyone of the role of Steering Committee members, which is laid out in the Programme Document.

### Discussion on the Results from 2020

David Kaimowitz, FFF Manager, gave a presentation on the FFF results in 2020.

**Tiina:** The good results show the program's resilience.

**Pacita:** This is very good work. Despite the pandemic, the team did not stop.

**Myrna:** She congratulated the team. There was a lot of innovation in 2020, which we can build on in the future, especially with local communities. This year it will be important to grow.

**Elizabeth:** This is an excellent, rich, and detailed report, with a promising list of partners, which shows progress on resource mobilization. She noted that:

- FFPOs are involved in social protection, adaptation, etc.
- What is the origin of the term FFPOs? In the ProDoc Phase 2, it talks about the definition of FFPOS and emphasizes IPs. But we need to rethink how we can better define the concept to ensure all categories of FFPOs are included.
- We agree that we should work with national organizations on agriculture and forestry. We need to see how they are involved in tree/forestry crops.
- On FFPO engagement in policy: How are we going to engage effectively in policy aspects and representation and ensure sustainability?
- In 2020 we worked with new organizations. There was no field visit during 2020.
- Communications, events, and publications require good feedback. We have some mechanisms for feedback from FFPOS but how do we incorporate their feedback and ensure they benefit from the material?

**James:** The 2020 report reflects rich work. The experience with COVID-19 and green initiatives and the discussions about building back post-COVID- 19 have many implications for climate change.

- In Ethiopia, for example, they launched an initiative to plant 300 million trees in one day and aim to scale up in the next ten years. It would be interesting to analyze where they planted these trees and to understand the implications for carbon sequestration and land management.
- There are opportunities to scale up the FFF's work. We also need to recognize and find better ways to coordinate with efforts outside of FFF to scale up.
- In Africa, there are opportunities to scale up efforts to build resilience and generate value-added in other countries. African livelihoods are constructed around forestry products.
- There are gender issues regarding access to trees.
- We need long-term thinking and to increase the number of producers.

**Cecile:** Good job, in the face of great challenges. Continue to make the gender visible with concrete actions and that will increase the impact.

**Salina:** This was a comprehensive presentation.

- There is a high potential to communicate and consider how we could elevate the stories and work done so people can understand. Interested how this will develop in the coming years.
- Develop training material that can reach youth. How can we replicate this in other regions? Assess the conditions that would facilitate/enabling young people to engage in policy.
- How can we facilitate cross learning at the policy level amongst regions?

**Tiina:**

- There are different groups related to forests. We need to reflect more on the right terminology to use.
- In some areas, such as Latin America, Indigenous Peoples are more relevant, in others less. The right terminology might vary by continent.
- The AgriCord/FFF partnership could flourish. Deepening the partnership with AgriCord and other partners is needed to create a bridge between forestry and agriculture.
- FFPOs struggle to have enough staff to reach their members. One critical question is how to ensure they have enough resources to continue the work and sustainability.
- Regarding impact: Numbers must reflect not only results but also impact. How many people will these policies impact? We need to adjust the indicator. If we did, it would give more recognition to the FFF. Right now, we just compare this year's achievements with last year. We also need to know how many people were touched.



- Certification, branding, and labelling allow consumers to be informed that the products they buy are priced fairly, organic, etc. Knowledge management work should improve this aspect and identify which factors enhance sustainable and fair systems?
- How do we ensure the funding for conservation support and payments for environmental support and who receives money?
- Communications: use language accessible to FFPOs. FFF communications are good but sometimes use complicated language.

FFF has been delivering so much, proud of yourselves, delivering a lot with little. Overall congratulates the FFF for the achievements of 2020 with many results despite the pandemic.

**Mette:**

- Very impressed by achievements in 2020. FFF managed to launch Tanzania during a challenging year.
- Good to hear about the great things, but also need to discuss the challenges and how we want to address them.
- Covid-19 and recovery: FFF has helped to understand how FFPOs have been successfully implementing recovery activities in their own countries.
- How can we help position FFPOs and what else is needed to help them?
- Strengthen the link between forest and agriculture.
- We have an opportunity to come up with solutions as part of the dialogue of Food Systems Summit. How do we bring lessons into it?

**Ivar:** First time in a FFF meeting. Very impressive results. Also impressed by comments of the SC and how well you are representing members. Confused as to why Norway has not been here for a long time. On policy and climate change adaptation, can we add also mitigation, since trees in the landscape contribute to climate mitigation and that could be useful for branding the FFF?

**Katharina:** Congratulates FFF for results achieved in 2020. FFF meets Finnish development priorities. FFF has an efficient governance and is a cost-efficient programme with long lasting results, which works at local level. Finland is very happy to collaborate with the FFF.

**Andrew:** As usual, impressed with the FFF's results. Could we look more at how biodiversity could meet local people's needs? On migration: how can we encourage young people to stay in rural area with economic opportunities? What is the role of education? How can the FFF contribute to forest education?

## Answers from FFF team

**Pauline** responds to Salina Abraham: In AFA they are very visionary. They are doing campaigns to evaluate the role and needs of youth. Overall, it has been a successful and an energizing experience. We are seeing with AFA how we can use the training materials in other regions.

**Jhony** responds to Mette: In Tanzania, the partnership works on the ground. We managed to launch the FFF there in 2020 even though it was impossible to travel. Some partnerships were already there and studies had been done. We just built on existing work. The FAOR in Tanzania also believed strongly in the FFF and it was thanks to the mutual trust that all approvals were done smoothly. Kenya supported the farmer led inventory training in Tanzania and Kenyan producer organizations travelled to Tanzania to provide the training, as international travel had been cancelled.

**David** regarding the issue of sustainability of these organizations:

- We need to improve our communications. Make the case for more money for FFPOs. Our money is catalytic. FFPO resilience depends not only on more money but also on governance.

- To answer James' comment, the GEF and GCF are big programmes. We link organizations with these big programmes. That is a niche for us. We are just at the beginning of this process but have made a good start.
- To communicate effectively with FFPOs and their leaders, much of it must be oral. There are some opportunities for that with webinars. To strengthen the FFPOs' own communications capacity, ComDev is key. Radio is important for FFPOs to reach their members.
- Much of the communications with donors and the policy world needs to certain around making the case for more international funding for grassroots organizations. IIED, IUCN, and FAO all have significant communications infrastructure, and we need to use that more effectively.
- Terminology – not allergic to the concept of producer organizations, but we need to be flexible in the terms we use and use language our audience identifies with. Doesn't like the acronym "FFPOs", even though sometimes uses it. Had never heard it before joining the FFF.
- Data and evaluation will be discussed tomorrow.

## Discussion on the Financial report

Zoraya Gonzalez presented the financial report.

**Myrna:** The local and national level is important, but the FFF needs to grow to reach other groups in more countries. How to share the material and reproduce in other ways, so that donors and governments recognize how much can be accomplished without many resources?

**Mette:** Good delivery in 2020 at 87 percent. There were savings in 2020, as there was no manager for 4.5 months. In 2021, we will see how the travel reductions will impact the budget and find other ways of delivering services. The SC had recommended reducing travel and finding more climate friendly alternative ways to deliver services.

**Tiina:** We have learned a lot about how to reduce travel costs and still ensure that we communicate with partners and FFPOs and enable them to share their concerns. A digital communications network has proved to be an important tool.

**Myrna:** On digital communications, it is important to consider strengthening digital communications in the organizations. The pandemic showed that it is an important and we should look at it more in the future. This includes strengthening regional and global communications.

**Elizabeth:** The FFF did well with 2020 budget. What were the lessons from the FFF and PO sides in 2020? Did they manage with virtual tools? Do they need anything else? Regarding the percentage of contracts, did the FFF have enough capacity to assess the impact of these funds at the FFPO level?

**Tiina:** How is effectiveness of trainings measured?

**James:** In the last SC meeting, there was discussion of FAO funding to enable the sustainability of FFF. What has come of that?

## Answer from FFF team

**David:** The ComDev team uses their FAO budget to support FFF's work. There are also possibilities to do more with the Social Forestry team.

**Mette:** There is some in-kind contribution from other parts of FAO, but FAO funding of normative work can't go to "projects."

**David:** We receive funding from FMM, a multi-donor trust fund managed by FAO.



**Mario:** He represents the ComDev team, which works with the secretariat of the UN Decade on Family Farming and strengthens FPPOs' local communication capacity in the context of regional platforms. They will continue this work in collaboration with the FFF.

## Approval of the reports and conclusion of the day

**Salina:** Valuable day. Pleasure to take part, always admired FFF. We should think deeply about the lessons / challenges of 2020 to give more insights to 2021. We are learning how to build resilience and get better prepared for future shocks, and how to position FPPOs at the center to address climate change.

## Day 2: Thursday, March 11<sup>th</sup>: Central Theme: Looking Ahead Beyond 2021

### FFF Vision for the Future

David gave a presentation of his vision for the future. Other implementing partners from IIED, IUCN and AgriCord shared their vision.

#### **Gabriela from AgriCord:**

- Appreciates David's vision.
- AgriCord feels that long term support to farm organizations with a holistic approach is a good idea and investment. This will allow us to leverage the FFF achievements and help position farmer organizations well. We need to highlight the contributions of farmer organizations to public goods and social benefits.
- The FFF partnership is strong and relevant and brings together the comparative advantages of each partner. The governance is inclusive but needs to ensure that we build from the partners' different visions and perspectives. For example, building resilience is a broad field and we need others to come in. The partnership architecture is complex. We also need to understand that each partner has their own core business.
- We need to continue investing in having the farmers voices heard. This is important for AgriCord.

#### **Pauline from IUCN on behalf of Chris Buss:**

- Chris wanted to share IUCN's vision, its new programme, and its' membership category (Indigenous Peoples).
- IUCN is developing a new four-year people-centered programme, based on the following three pillars: people, climate, and land. It fits very well with FFF priorities.
- The programme is not so purest in conservation aspects, more focused on people: Indigenous Peoples, farmers unions, and local farmers are essential. They are the key delivery mechanisms for climate change and other societal challenges.
- IUCN has a strong focus on restoration and will set up a restoration implementation hub in Bonn. Three quarters of restoration opportunities are at that forest-farm interface, where FFF is focused on. IUCN will increase its collaboration with private companies. It will work with commodity traders, suppliers, and processors and find ways to integrate restoration into the value chains.
- Beyond forest and restoration, FFF links also fits in well with IUCN's governance and rights programme. FFF is becoming a strong partner on work with IPs and rights.
- Agree on the need to step up communications and efforts to influence global policies. Nature-based solutions, champions, and local communities should be at the centre of the efforts.

**James from IIED:** Genuinely great new and stimulating ideas. IIED will be fully in tune with the outlined vision.

- It is important to emphasise FFF's objectives, especially in the current context (COVID-19 and increasing opportunities through international processes focused on climate and food systems). That presents opportunities for FFF to show the strong potential of local organizations. There is increasing international recognition and respect for FFPOs. They are the largest force for resilience and transformation. These are the organisations that can do most for nature and climate because they need nature and climate.
- FFF has the numbers. It should use them, build on them, and highlight its track record. FFF needs to grow.
- Potency in FFF to contribute to "decolonizing the landscapes". We have momentum in favor of including groups that have been marginalized from decision making. We must include the

marginalized, increase human diversity. FFF may have a unique position to tackle some of that. We also must recognize that historically some trees have been used to oppress, e.g. for large plantations that displace people. "One Planet health" is a strong message that FFF could help to communicate.

- FFF's policy reform-work can be very practical. Securing safe space to make policy arguments, to build constituencies etc. We need to identify the specific individuals that we need to interact with directly.
- Overall: More countries, more depth, more context specific depth and more inclusive decision making with FFPOs.

## Steering Committee Discussion

### Cathy:

- FFF can do a good job hooking on to objectives such as climate change. FFF can carry this message, make the link between people and nature, since it works as the intersection between them. This can contribute to many priorities people are talking about (health, animals, ecosystem services...) Maybe FFF needs to highlight these messages more.
- The powerful transforming role of social organizations can speak to national policy makers. COVID has raised many questions, for example on equity. Social organizations can play such a big role and FFF can contribute to that. Also, for example, in relation to migration. FFF should consider including some of this messaging.
- At the operational level, with regards to monitoring: Global Forest Watch is opening access to data. We might want to seek (in-kind) partnerships for national level monitoring of pilot projects at the community level. There might be new opportunities for example to monitor (environmental) change.

### Cecile: confident FFF is moving on a good track.

- Forests are important also for livelihoods and local communities. We are also moving into the UN Decade on Ecosystem Restoration. FFF should put strong focus on including the vision of forest-dependent peoples. Forest is not only for culture. It is a vital source of local peoples' livelihoods. Would love to see more focus on the link between agricultural production and forests contributions.
- Happy that IP are getting on board. Rural women and female entrepreneurs should be at the center of future actions. It is important to look for regional and global women-led organizations that are serving as an umbrella, not only focus at the local and national level.

### Elizabeth: Appreciates FFF team for the vision it presented. It is very impressive. Happy the focus is more on local communities, FFPOs and IPs.

- We need to have different interventions at multiple levels. How are we going to structure that? We need to categorize the initiatives to be implemented, the stakeholders they work with and the levels they focus on.
- Deepen partnership with global alliances and strengthen existing ones to have higher impact.
- In policy: How can we enable communities to have greater impact on regional and global trade policies? How can we make sure that producer organizations are empowered to shape direction of investments?
- Restoration is key. Our soil is losing value and we are losing traditional tree species. How to restore these?

- Value chain/value addition: success stories. We need to reach scale and bring new actions to support these communities.

**Tiina:** Thanks David. The vision is bold and goes beyond this programme, contributing to the overall aim of strengthening producer voices, so they can play the role they deserve.

- AgriCord likes the idea to strengthen partnerships dialogues and relationships between partners. There are already good examples, like our joint work on resilience. We should build on these. Farmers should identify what is needed.
- If farm organizations lack the funds to hire competent staff that is a bottleneck, which funders need to consider. Support needs to go beyond providing Letters of Agreement. FFPOs need staff and longer-term structural support. AgriCord has experience providing longer term support to build the capacity of farmer organizations to implement their activities better. It accompanies them in building their strategies.

**Salina:** The visions are interesting and the proposed changes very needed. What shifts are needed in the team? Are we still fit for purpose? Is there need for new partnerships or better utilize existing ones? We could map the regional/global initiatives that FFF could partner with to see how can FFF be better connected to regional and global policy dialogue? But also: There is always the danger of doing too much and a need to narrow down.

**Rob:** The proposed vision contains all the needed elements. FFF is unique in its ability to combine forest and farm. It is also important to emphasize how agricultural practices can decrease pressure on forests. At present forestry and agriculture compete for the same piece of land. Where can FFF make a difference compared to other initiatives, also considering the need for more food?

**Pacita:** Building on the comment by Cathy from the US. We should find ways to use other people's funds to implement activities. For example, monitoring: The Philippines government has resources available for monitoring activities. The FFF can use its intellectual capital to leverage this sort of government resources.

## Answers from FFF team

**David:**

- FFF has been able to bring farmer organizations and Indigenous Peoples organizations that do not self-identify as "producers" together. It is not an evident alliance and there is a lot of power in it. We should highlight the issue and what we have achieved more.
- Noted the comment on trade.
- On Salina's comment: Yes. We are fit for purpose. Whether our ProDoc is fit for purpose is less clear. But it is difficult to change a ProDoc in FAO. The current ProDoc has the right spirit, but not always the right words. We must find a way to adapt within whatever formal framework is possible.
- New partnerships: It would be very strategic to establish a stronger partnership with the International Land and Forest Tenure Facility. Most of the organizations we work with work on forest side face major tenure problems. By collaborating with the Tenure Facility each of us can address important issues that the other one cannot.
- Linkages with the UN Decades on Restoration and Family Farming. The FFF has a comparative advantage for building ties with these efforts because we are hosted at FAO, which has a key role in the UN Decades.
- On Rob's comment: we are not walking away from either forestry or agriculture. We need to address both trees on farms and trees in forests, and our programme is designed to do that.

- Answering Pacita: Yes. It is key to leverage the resources of others, and to encourage other programmes to incorporate interesting aspects of the work that FFF is doing.

## Preliminary Evaluation results

Results were presented through a pre-recorded presentation made by Hugo Navajas.

## Steering Committee Discussion about the results of the Evaluation

**Myrna:** it is important to define a way for FFF to work with Indigenous Peoples in more appropriate ways. It is true that majority of producers the FFF works with in Latin America are Indigenous Peoples. But we need to learn lessons about how to work more effectively with Indigenous Peoples as such. We do not see enough of that in the FFF approach. Although we recognize the cultural aspect, this aspect of the work needs to be strengthened.

**James:** The MTE provides deep insights into the FFF, such as its strengths and comparative advantages. For example, the MTE presentation recognizes the potential of FFF partners to respond to the needs of producer organizations. The MTE also indicates that FFF has limited ability to be effective at landscape scale, especially in Africa.

- FFF needs to recognize different forms of forest and farm producer organizations. There are political economy challenges. For example, there might be contexts where decentralized public institutions such as local municipalities come into play directly with the Apex level organizations in the landscape.
- Scaling-up: there are different strategies towards scaling-up. Africa is not only a few individual countries – ecosystems are transboundary.
- Learning: The MTE presents us with an opportunity to think differently when we relate to FFPOs. We should promote self-reflection and learning within the FFPOs themselves.
- How is all of this included in the broader context of the FAO's strategic objectives?

**Tiina:** Happy that many of the findings included in the MTE report have been flagged in the steering committee meeting today. I like the MTE finding about how to maintain coherence and be able to respond to different needs of FFPOs at different levels. In AgriCord, there has been some work on this, hoping that AgriCord can offer food for thoughts on this.

**Mette:**

- FFF has been very successful in creating synergies internally within FAO units and not only Forestry. A new agroforestry officer is being appointed. David is involved in the preparation of the Food System Summit.
- In reference to the points that David and Hugo raised on partnerships, I acknowledge that FAO policies related to the partnership dimension are not good enough. A FAO review is ongoing on small grants and FAO is looking at issues related to Letter of Agreements (LoAs). We will have discussions with heads of offices to review corporate policies and processes related to partnerships.
- Youth inclusion: there is strong youth network at FAO. The UN decades are speaking with youth to try to include them. We should use these platforms to engage with youth better, instead of creating something new.
- The MTE team should prioritize which recommendations the FFF team should work on in the short term. What would make a real difference? Where should the FFF start among the different things it might improve on?

**Elizabeth:** Impact assessment must go beyond percentages and measure potential impact at the organisational level. This could be impact in terms of volumes traded or incomes generated. I

recommend developing parameters to measure climate impact and train producer organizations about that. Develop a matrix to keep track of the highlighted areas that require improvement.

**James (IIED):** The MTE results are a great combination of affirmation, constructive criticism, and inspiration for FFF. They will really help the FFF grow.

**Hugo (MTE):** Took note of the transboundary ecosystem point. There is tremendous potential to influence at the global level. The draft will be ready in two weeks. The comment made on the matrix by Elizabeth is good and we could include it in the evaluation recommendations.

**Carolina (MTE):** In reply to Elizabeth, OED will track the compliance of the FFF with the recommendations and there will be a follow up plan.

**Mikhail (IKEA):** The FFF work in Vietnam was successful in terms of political support. Connected FFPOs to the global market through IKEA. Farmers would like to extend the rotation of Acacia trees and IKEA supported this as a viable economic solution. However, how can we monitor what impact that has had on farmers and their economic systems? We need to assess clearly what motivates farmers; especially what motivates them to invest in crops and extending the harvesting rotation of their trees? We are interested in linking their ancestral knowledge with the market needs.

**David's reaction on MTE:** Mixed feelings. I share the MTE diagnosis of the FFF's strengths and weaknesses. I am less clear about the pace of change we want and what is possible. Some things are just starting, and I am not sure we should give up so soon and jump to new ones. Given our limited budget and administrative barriers there are strong reasons for continuity. In the FAO institutional context, it could text years of discussion to get new processes and funding modalities. We are moving from the LoA to DBG funding mechanisms, but still does not know how effective that will be, and how much additional it will give us? It will be key to define the priorities and figure out how quickly we can make the changes.

## New members of the Steering committee:

- Do SC members need to understand English? For the meetings we can arrange translation, but they need to be able to read English to understand FFF annual reports in English.
- Geographical preference? We have more Africa. Might strengthen Asia/Latin America.
- Need for stronger representation of producer organizations.

## Closing Remarks by Myrna Cunningham

Thanked the FFF. It is an instrument that can help meet the needs of producer organizations and Indigenous Peoples and can help to address climate change conflict. It offers many possibilities.

FFF can generate lessons for policymakers on climate change. Lots of evidence that Indigenous Peoples need tenure security and can successfully combine forest management with traditional knowledge.

The FFF evaluation can help define indicators related to cultural aspects, which are still not reflected in the indicators, beyond talking about income generation using traditional lifestyle. This area needs more work.

Land tenure facility – how can we join hands with them.

There is a strong movement of youth coming back to communities because of COVID-19. FFF can identify where youth have a role to play.

Appreciate the possibility to exchange with the stakeholders present. That is the future.



### Day 3: Friday, March 12<sup>th</sup>: Central Theme: What We Have Planned for 2021

#### Introduction – proposed agenda for the day

**Tiina:** Aim of the day is for the inputs from the preceding days and today to help to improve the workplans for the year ahead in 2021.

#### General comments on 2021 workplan/budget (David Kaimowitz)

Welcome to last day of what we hope people agree has been a successful steering committee meeting. No PowerPoint – want it to be more informal.

**Continuity and change** – When I talk about the vision yesterday – I mentioned the need for both continuity and change. We need continuity, as some things are just getting up and running and we need to double down to get results. Also from a practical perspective, I have only been in place for two months – and the work planning coincided with my moving to Rome and getting up to speed. There are stronger reasons for continuity at the country level than at the regional/global level.

There are also important reasons for change. We have a new evaluation, new manager, and lots of uncertainty about COVID – especially about what we can do with international meetings.

**Workplan and budget** - This is an iterative process. The budget should be close to what we approve now, but the specific activities may change due to the context. We will try and keep you informed.

**Program Document** – It is unclear what changes we can make within the existing Program Document (PRODOC) and what might require modifications in the PRODOC itself and what that might entail. We need to think through the advantages and disadvantages of working with the existing document versus changing it. Not fundamental changes, more in the details.

**Order** - One reason to discuss the work plan on day three as Tiina suggested – was that one must have a sense of the vision before discussing the specific work plan for 2021. The budget is largely set. We are in discussions with the UK's FCDO about possible additional support. That may or may not happen and so is not reflected in this workplan). We may need an ad hoc SC meeting if it does. Other discussions are ongoing, but since the funders involved have not mentioned them we will not comment further about the now.

#### Things that will change or not.

- Country budget: Tanzania is ramping up. How is the budget divided up by countries? Seven countries get the same amount each and three are in a different situation. Tanzania is funded from the FMM, and is not part of the MUL, and the FMM specifically asked for Tanzania. It started late, so there is money for Tanzania left over from last year, and the programme there will be larger there than in other countries. Togo and Madagascar will also receive.
- Communications for development will expand this year, and the workplan reflects that.
- FFF plans to expand its facilitation role in 2021, to link forest and farm producer organizations with larger funding programmes, investors, and specific buyers.
- Business incubation - National Apex Organizations have started to form business incubation units. We will consolidate and build on that.
- There is more uncertainty about regional and global events that we would like. We still hope to have an international Vietnam face-to-face meeting. We also have a charcoal and fuelwood meeting planned in Africa, but do not know how big or virtual it will be. There are good opportunities for greater visibility at the World Conservation Congress, Climate COP,

Biodiversity CDB, and World Forest Congress, but still a great deal of uncertainty and we have not yet nailed down the plans sufficiently to share them with you today.

- Communications: Thinking of several things to bolster global, regional, and national communications, but they are not yet ready to present.
- FFF reporting formats - Would really like feedback from Steering Committee on the format of annual reports and workplans. Is it what you need? In what form do you need it?

#### **On budget:**

- We have USD 7.6 million committed from Sweden, GIZ, BMZ and Norway and hope other funding partners will consider providing additional funds this year.
- The planned expenditures are estimated to be USD 7.8 million. (We have a significant reserve from previous years to spend down on this year). Some 58 per cent will be spent on contracts – LoAs and small grants. A little more than half the total budget goes to grassroots organizations. Some 6-7 per cent goes to other partners and that may grow if the budget grows. Of the contracts, as noted before seven countries will get about the same – an average of USD 400,000 per year – with three countries getting a little more.
- The budget by outcome results will be very similar to last year: 24 per cent for policy, a little bit less than 40 percent for enterprise support (closer to 35 percent), about 30 percent for climate, and a bit more than the 10 per cent initially envisioned on social and cultural services – due to COVID-19.
- Our FFF FAO team is still very limited with three fulltime programme staff, two administrative staff, three consultants, and some part time communications staff. Two part time IIED, two part-time in AgriCord and one from IUCN, plus 10 in-country facilitators as consultants. They are going a great job.

## Steering Committee Discussion

**Sophie Grouwels (FFF) gave a presentation on COVID recovery / enterprise development / access to capital.**

**Pacita:** Was a comprehensive report. Can relate to the work on creating market linkages, which is vital so producers can have access to markets and is key to sustainability.

**Mette:** Thanks for presentations – the main areas of work and budgets and Sophie’s more specific presentation on enterprise development. We have a plan but want to be flexible in letting David adjust, in part due to the evaluation. We will try to remain within the overall budget presented to the Steering Committee. We will bring any changes to the next Steering Committee meeting. David and team will keep everyone briefed on what is happening.

**Tiina:** Would like to hear more about training. Budget wise, how does on-line training compare with in person training (savings on travel versus costs of producing virtual training materials). In the Tanzanian case, where there is a larger budget and a lot of emphasis on training, how can we ensure that does not overburden the FFPOs?

**Anna:** Online training permits some savings in terms of travel for both trainers and participants, but more investment is needed on coaching with the online model. We can allocate more time to follow-up, implementation, and work with trainers. We can factor in this follow-up. We are learning as we go along, and have tried two modalities so far, but would not say yet that training online is a replacement for in person training.

**Sophie:** Need to look at the efficiency of these online models. The groups can sometimes fall away with online models. Must follow up with some people individually.

**Jhony:** In Tanzania, the producer organizations undertake most of the activities. So, anything that occurs happens due to their activity. We have five FFPOs: two national – TTGAU and VIVATA, two regional and JUMITA. These producer organizations will receive 80-90 per cent of the budget. We provide the money for service providers through the agreements with FFPOs or through other members of the national co-management team, such as TRIAS, or TAFORI.

**Elizabeth:** Has a few concerns with the 2021 plans. Am very impressed but have a few comments to inform the work we do. We should try as much as possible to be farmer led and to address the gaps in knowledge that FFPOs face. With regards to virtual training materials, glad we are going to have a one stop center for training materials, but would also like training in different formats, including video. We have seen FFPOs find it easier when the trainings are in video. On the issue of knowledge management, it is a big area where we need to refocus. Need to see what areas of knowledge management we will pick. There are other knowledge brokers are out there – so we need to see what our niche is. We need to create a network of champions for FFPOs. FFPOs is not an area that is well-tapped, especially in Africa. So, we need to have a process to scale knowledge to other FFPOs.

**Pacita:** We have a programme with Canada and all trainings have been moved online. But the trouble is FFPOs do not have online access, so members must travel far to get access to internet. This is exhausting and when they get there the signal is poor. The content with training has been changed to help them learn how to do digital marketing.

**Zeenat:** Interesting discussions over the past days. Feedback on reporting. Discussed this in the donor support groups meeting.

- We are looking forward to a results framework that can report on impact and other points from the evaluation.
- Co-production methods can be used to develop training materials. Reasons for these successes need to be better understood.
- Interesting to report on specific challenges faced by producer organizations. E.g., how much are they constrained by climate change. Is there need to upscale climate adaptation work? Issues relating to policy and land tenure as well.
- One question – incredible options for attracting finance to the FFPOs. How do you manage risk assessment in attracting private capital? For example, if land is used as collateral for loans this introduces risk.

## Answers from FFF team and discussion

**David:**

- Most of the trainings are still face-to-face because the FFPOs themselves provide them in person to their members. FFF partners provide limited training. Online training is mainly restricted to training-of-trainers from international to national level. We need to explore better our training approach.
- How do we make our M&L more meaningful and fit for purpose with the size of our budget? What is possible? We are interested in exploring that with partner and discuss with resource partners. Inputs are welcome.
- We have started an internal process led by Duncan to reflect on what we have learned from the reporting process this year.
- Knowledge management: We take very seriously the need for our material to not just be high quality, but fit for purpose, in the format the audiences need.

**Duncan:** We have learned a lot through the knowledge demand surveys – for example, the emphasis on climate resilience. We need to find ways of blending knowledge from other agencies, academia, and the local experiences of FFPOs to provide a package of training. Really welcome thoughts on

how to improve knowledge dissemination through videos. It is an ongoing challenge. Make it more accessible and roll out effectively. FFPOs are themselves the repository of these trainings.

**Tiina:** IFAD in a study found that only 1.7 percent of climate finance reaches the smallholder farmers. The need is flagrant. The structure of climate finance is not appropriate to reach FFPOs. How can we make funding channels more accommodating to the needs of farmers?

**Anna:** Some FFPOs we work with have business coaches, which is a real asset for follow-up, but not all of them. We need to allocate more time for coaching and follow up. Need financing for both national and international follow-up, which is very time intensive. For example, TTGAU and MWIVTA have staff who do the business development follow up.

**Jhony:** Most training in the counties is in person. Only 10 per cent will be done as a mixture of online and in-person. The rest are done in-person in-country. We actively work to make ourselves non-essential, so the FFPOs can do the activities themselves. Some FFPOs are hiring their own business coaches with FFF support and they will be the ones to take on their future work.

**Sophie:** We are not going to pay for those people in the long term. So, we need to make sure that this can be sustained. Who can take that role in the FFPOs? It varies from organization to organization. It's a delicate balance to find.

**Tiina:** Yes, but needed to make sure there is sustainability.

**Mario:** Great presentation by Sophie. The issue of knowledge and communications is a key part of the transformation that the FFPOs need. It should be systematically monitored under FFF Outcome 4. We work together with the regional platforms to support communication capacities of FFPOs and a community of practice. Apex and regional organizations participate in that process. I hope we can build these agendas together with the organizations. This is part of Pillar 4 of the Action Plan on family farming. FFF work is very relevant for that.

**Myrna:** Really appreciate the presentations. I agree with David that continuity in the workplan is needed. How can we bring more synergies at regional and global levels with the other existing initiatives? A concrete example: the Food Systems Summit is an area where we can make an impact and we can link to the global hub on traditional food systems at FAO. Various groups are working together to prepare documents that can feed into the Food Systems Summit. Lessons from the FFF could feed into the documents produced by the global hub.

**Tiina:** Dialogues on food systems summits are related to resilience and nature-based production.

**Gabriela:** Very happy to hear these discussions. Action plan for this year – linking to the bigger ambitions we have. One comment in relation to climate is that farmers need to be more in the driving seat. Do you have a fund or facility to help FFPOs achieve greater policy impact? Food Systems Summit: how do we bring the voices of farmers stronger into those dialogues, as it is needed? How can we take up that role?

**Tiina:** Is the network of champions something the FFF could do?

**David (response to questions):**

- Food system summit. We are increasingly involved. I am a member of the Action Track on natural resource issues (No. 3), led by Joao Campari from WWF. We proposed and it was accepted that Vicky Tauli Corpuz, the former UN special rapporteur on the rights of indigenous people, become a member of the action track 3 leadership group. She and I have developed a proposal on the role of Indigenous Peoples' territorial rights. Yon Fernandez' team at FAO has been working on a parallel and complementary proposal on indigenous food systems, also in Action Track Number 3. We have reached out to partners in Norway, Germany, and UK to support this effort. At COP as well, we will facilitate the farmer's voice. AgriCord is organizing dialogues and we are trying to link into those as well. A new call for

proposals has been made for global and regional work. A network of champions is a very useful idea.

**Pauline Buffle (IUCN) gave a presentation on Climate Resilient Landscapes.**

## Steering Committee Discussion/Approval of Workplan & Budget

**Salina:** It would be nice for FFF to consolidate its work on the youth front. She is trying to consolidate an alliance of youth voices ahead of COP 26, and it would be good to align that with the actions FFF has planned and to spotlight the youth in that. On funding, to what degree is it normal to discuss funding with FFPOs in GEF?

**Myrna:** There are several tools you could use to strengthen regional and global networks. Be careful in the use of the term resilience. Have a discussion with producers to see if they have this vision. This is the Super year. Informal dialogues between farmers are very good. We should see how this can feed into the different action tracks. Important to ensure their voices make it into the formal documents.

**Elizabeth:** Listening to what has been presented, a lot is already happening that is relevant from the regional perspective; for example, MVIWATA is a member of EAFF. The FFF should bear in mind the opportunities available to achieve wider coverage through regional farmer organizations. We need to work out the best way to increase the impact. Other regional networks can learn a lot from the FFF partnership with ROPPA (e.g., through regional events). The national farmers organizations can be linked into these events. The FFF can have more impact if it brings all these strategic partners on board.

**Cecile:** For the regional and global call for proposals, we also have the umbrella organizations in East Africa, Southern Africa, West Africa. The first work with FFF involved REFACOF but now ROPPA is taking on the community forestry issues. What is the importance of REFACOF being in the FFF family – how can we feel important to FFF? Only one umbrella organization from Africa? Being in the steering committee, I expect to see how we can benefit from the FFF – and had enquired whether this would be a conflict of interests and Jeff said it would not. Happy to see something coming on climate resilience. What we have learned since last year is that the rural areas are sacrificed during COVID-19. New technologies like ZOOM are absent in these areas. So, it is very difficult for communities to access markets or join discussions. Resilience is very useful for farmers not in the cities, who don't have electricity. This is something we need to develop. Good if you can focus on the ideas Pauline has shared.

**Katharina:** Concluding remarks. Amazingly interesting and very good meeting. Finland has consistently supported the FFF since 2013. FFF is doing well in these challenging times. We congratulate you for your efforts to overcome challenges. Reporting has improved. We encourage good reporting. FFF reports are very relevant for the Ministry of Foreign Affairs 2019-2021 report to parliament. Food systems summit. Finland will actively support Action Track 3 of the Food Systems Summit, with school food systems as a game changing initiative.

**David (response to questions):**

- On resilience: FFF brings together the ability to respond to climate shocks with economic shocks and COVID-19 shocks. We are reflecting on this. Myrna's question is key: resilience will mean different things depending on the cultural context. Is resilience the same for different groups – are they seeing it the same way? IIED and AgriCord should reach out to Myrna to see what we can do on that topic.

- Salina's comment: Work is being done with Youth on restoration – and with AFA. How do we take advantage of national organizations links to regional networks? These are useful positive things to explore.
- Elizabeth's comment on ROPPA: We need to take advantage of other real opportunities that are low cost and high return.
- On Cecile's issue, how do we go ahead with the regional and the global? Difficult because we have minuscule amount of money for this component. US\$ 300,000 per year. This is tiny for what we want to do. The issue of continuity presents trade-offs in relation to this. Interested in getting feedback about that. Being SC member does not guarantee nor prohibit access to funding. There are good reasons to collaborate irrespective of funding.
- Thanks to Finland not only for funding, but for the strategic support and role that Finland has played since the beginning and the role Finnish forest and farmer organizations play with other FFPOs globally. Good to hear reporting has gotten better – and interested to hear how we can do even better.

**Jhony:** Agree with Elizabeth's comment. One of the targets is influence FFPOs at the national, regional, and global levels. This is not possible without working with regional and global organizations. So, we will work on this and the Tanzania example is good.

**Salina:** Liked Cecile's comment. The Steering Committee makes people ideally placed to strengthen these issues. Youth is a challenge to get 50 per cent in workshops and meetings.

**Tiina:** How can we streamline our communications messages? Despite the different messages at national level – there are common messages that can be sent – so we should strengthen communications networks and dialogues at the global level.

**Mario:** Happy to link to the UN decade on Family Farming into the Food System Summit.

**Duncan:** For the Summit IIED senior fellow Saleem Huq is leading on action track 5 on resilience and is working on social resilience in the face of COVID. I would be happy to plug staff into that. We welcome efforts to include FFPO inputs on multi-dimensional resilience and link to that process.

## Closing Remarks

**David:**

- Very productive meeting notwithstanding COVID-19. That is not easy when there are no opportunities to follow up overnight on issues that arise. (Tried to reach out to everyone before the meeting). It was efficient thanks to everyone's willingness to make the effort and be patient. That is very appreciated. We are still struggling with the pandemic. You are volunteering your personal time to this process, and we are very grateful. It is key to build collaborative relationships. Looking forward to expanding the steering committee membership.
- Thanks to partners because you believe in farmers' organizations. Grateful to partners who have stuck at this partnership despite operational challenges.
- Grateful to all the resource partners: Finland, Sweden, and more recently Germany, who have seen the importance of this – based on the experience of FFPOs in your own countries. Very grateful for colleagues from IKEA – have spent a lot of time contributing and listening. Many thanks also to the United States, Netherlands, and Norway.
- Grateful to FAO, FFF, and non-FAO Staff – IT, who have helped on logistics and communication, and Mario and Maria.
- Wishing and committing with you to move forward with a positive direction and will provide the continuity and change that this process requires.



**Tiina:** thank you for participating in the meeting – trying to connect from different locations.

- FFF team have made these achievements possible and looking forward to a strong partnership in 2021.
- Like to recognize national facilitators who make this happen and are a critical part of the machinery.
- Recognize Jeff Campbell who has left a strong team and has given a solid foundation.
- Congratulate David for being able to jump into the moving train and provide new perspectives and vision based on the evaluation.
- Congratulations to the donors who believe in this work and the role of FFPOs in development, inclusive growth, and climate action. You also provide us with the means to make this happen.
- Evaluation confirmed we are on the right track. Look forward to having the final report of the evaluation.
- Recognition to all the foresters and farmers who strive forward to provide livelihoods to their families and look after their forests and farms. Their role is crucial for development and for wellness to flourishing in rural areas. Our role is to help them building back better.
- Message to follow on new members and potentially next steering committee meetings.
- Thank you.

## Agenda of the SC meeting

<b>Day 1: Wednesday March 10<sup>th</sup></b>		
<b>Central Theme: What We Did in 2020</b>		
<b>Time</b>	<b>Topic</b>	<b>Moderator/Presenter</b>
1:30 – 2:00	Welcome	Mette Wilkie
	Introduction – proposed agenda	Tiina Huvio – moderator for the day
	Roundtable of Introductions	
2:00 – 2:30	Results from 2020	David Kaimowitz
2:30 – 3:15	Steering committee discussion	
3:15 – 3:35	Financial report	Zoraya Gonzalez
3:35 – 3:55	Steering committee discussion	
3:55 – 4:00	Closing remarks	Salina Abraham
<b>Day 2: Thursday March 11<sup>th</sup></b>		
<b>Central Theme: Looking Ahead Beyond 2021</b>		
1:30 – 1:40	Introduction – Proposed agenda for the day	Duncan MacQueen - moderator for the day
1:40 – 2:00	FFF Vision for the Future	David Kaimowitz
2:00 – 2:15	Visions of the other implementing partners	from IIED, IUCN, AgriCord
2:15 - 2:45	Steering committee discussion	
2:45 - 3:15	Preliminary evaluation results	Hugo Navajas
3:15 – 3:45	Steering committee discussion of evaluation	
3:45 – 3:50	Steering committee: new members / future meetings – announcements for follow up	Tiina Huvio
3:50 – 4:00	Closing remarks	Myrna Cunningham

<b>Day 3: Friday March 12<sup>th</sup></b>		
<b>Central Theme: What We Have Planned for 2021</b>		
<b>Time</b>	<b>Topic</b>	<b>Moderator/Presenter</b>
1:30 – 2:00	Introduction – proposed agenda for the day	Tiina Huvio - moderator for the day
	General comments on 2021 workplan / budget	David Kaimowitz
2:00 – 2:30	Presentation COVID recovery / enterprise development / access to funding	Sophie Grouwels
2:30 - 3:00	Steering Committee Discussion	
3:05 – 3:10	Short video	
3:10 – 3:30	Presentation Climate resilient landscapes	Pauline Buffle
3:30 – 3:55	Steering Committee Discussion Approval of workplan & budget	
3:55 – 4:00	Closing Remarks	Tiina Huvio / David Kaimowitz

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