



## Minutes of the sixth meeting of the Forest and Farm Facility Steering Committee

FAO headquarters, Rome, Italy  
28 February – 1 March 2018



### Introduction

The 6<sup>th</sup> meeting of the Forest and Farm Facility Steering Committee was held at FAO in Rome from February 28 and March 1. The chair Noemi Perez welcomed members of the Steering Committee (SC) and observers and invited them to introduce themselves in a *tour de table*. Present were: Noemi Perez.... SC members not able to participate were new member, Myrna Cunningham and Levi Sucre Romero. In addition donor partners from Sweden and Finland also participated in the meeting. See the Agenda in Annex 1, the list of participants in Annex 2, the list of SC members in Annex 3.

### **Opening welcome from Hiroto Mitsugi, FAO Assistant Director-General for Forestry**

Hiroto Mitsugi congratulated the FFF team for its achievements. He highlighted the importance of small scale producers, indigenous peoples, local communities, and the role of women and youth, enterprises as key driver for afforestation. They also provide opportunities to activate the economy. He explained that market mechanisms and governmental situation are important as well as information sharing, and the relationship between producer and consumer. Facing migration requires reflexion on how to activate rural areas, connect to urban areas and keep a balance of ecosystems between urban and rural area, he said. The challenge of FFF in the next 5 years is to enter into next phase and to scale up (FFPOs, Cross-sectoral, urban-rural linkages, resilient landscapes and livelihoods). He encouraged SC members to provide their support and to help mobilize resources.

### **Adoption of agenda and confirmation of the minutes from the last Steering Committee meeting**

The agenda was revised in order to start the discussion on the resource mobilisation on the first day at 16:30 and continue the discussion the day after if needed.

Since one of the Observers was not able to attend the second day, SC members felt the need to discuss Phase II after lunch on the first day.

The minutes from the previous SC meeting had been circulated prior to the meeting and reviewed and were approved. A copy of the minutes of the last SC meeting without Annexes is attached as Annex 5.

### **Major topics for guidance / Reporting**

SC members were asked to give guidance on the following points:

- Finalization of the summary report
- Country sheets
- Selection of countries for Phase II
- Transition phase
- Outcome of Phase II
- Composition of the SC and reflection on the role of the SC members
- Resource mobilization
- Expanding and scaling up the partnership dimension
- Key upcoming events

### **Presentation of FFF results**

A synthetic power point presentation was presented by the FFF team with results by Pillar and a few highlights per country. SC members congratulated the team for the achievement and for sending the reports in time.

### *Synthesis of the discussion*

- SC members showed great enthusiasm for the summary report which reflects requests expressed by members during the last SC meeting.
- Appreciation was expressed also on the way that results were presented by numbers and with more clarity. However it would be useful to have even better data on how many women engaged in activities.
- The strong link of FFF to other FAO programmes was acknowledged. FFF gained in visibility and therefore received funding from FAO's core budget, like for example the FMM.
- Members wanted to better understand how FFF was positioned in FAO and FFF Manager explained the linkages with SP3 and SP2, and how FFF fits into poverty reduction objectives. The interaction and possibility to submit a proposal to the Rabobank Foundation for example was hosted by SP3.

- The power point presentation on FFF achievements was much appreciated however member said that FFF should be careful with the first slide with the map, not to appear to be over-reporting or under-reporting with simplified graphs.
- FFF's approach towards including indigenous peoples needs to be clearer as there is still a perception that the enterprise development emphasis is not always framed in a way that captures different Indigenous peoples perceptions regarding alternative approaches to well-being and livelihoods.

#### *Action items for Management's follow-up*

- Revision of summary report including SC members' comments (better visibility of the work with IPs, adjust the impact numbers, knowledge generation will be better highlighted, country box will be more complete).
- Finalization of summary fact sheet of Phase I and one per country.
- Adoption of approach towards indigenous peoples and give more visibility on the work with IPs in the communication and material for Phase II.

#### **2017 Financial Report**

FFF manager gave an overview of Phase I budget and spending and the SC approved. Donors and SC asked for more details such as carry-over from last year, pie charts for spending by pillars and by donor contributions. It was suggested to also include in-kind contributions, e.g. by FAO. Revised budget tables are available in the Annex.

#### **Workplan Phase I to Phase II Transition**

The manager presented the workplan for the transition period and the SC gave comments and observations. Main activities include report finalization and closure of Phase I, a call for expression of interest from countries for the next Phase and thematic scoping studies as preparation for Phase II in particular on access to finance, regional and global partners and climate resilient landscapes. During the meeting – a plan was developed with SC member inputs to include a scoping with Indigenous Peoples as part of the regional and global partners study above.

#### **Resource Mobilization**

The manager mentioned resource mobilization as one of the key challenges. Currently, limited funds are available for Phase II, such as funds from EU FLEGT (earmarked for Kenya and Zambia), from IKEA (intended for Vietnam) and contributions from Sweden and Finland. This means that Phase II will probably start with ca. six countries. The SC discussed and gave observations and suggestions.

#### *Synthesis of the discussion*

- There is doubt that the expected budget will be reached. A minimum scenario should be developed, indicating what a core FFF needs in order to keep running. Additional countries can be added whenever new funds come in.
- Opportunities for in-country funding are high, as many donors channel funds often directly to the countries. It is planned to create linkages with national funding streams, esp. concerning climate change / outcome 3.
- Potentials for contributions from partner countries to country level implementation should be explored. In some cases, this could be a requirement for collaboration.
- An analysis can give clarity on why funding efforts were not always fruitful in the past. Often it depends on the right timing and right communication. It is key to have fundraising expertise on management and country level.
- On the other hand, there is a high demand from many countries to have FFF implementing there. Country selection can be partially linked to donor priorities and specific countries can be added if targeted funds are made available. However, core budget should focus on LDCs.

#### *Action items for Management's follow-up*

- Continuous effort to approach donors for core funding of Phase II.
- Develop ideas and strategies for country level fundraising.
- Ensure to have fundraising expertise on management and country levels.
- Develop donor specific strategies and communication.

#### **Steering Committee – Role, composition and future**

The SC discussed the roles and composition of the SC for Phase II.

#### *Synthesis of the discussion*

- The SC should continue to be gender balanced and with balance in regional representation.
- Phase II requires the inclusion of new constituencies and expertise: Climate Change / resilience, youth organizations, women's organizations, Indigenous Peoples (to have a stronger link), maybe francophone Africa.
- The need and challenges for FFF to become/create a wider network and partnership were discussed.
- Both donors and SC agreed that donors should continue to participate as observers in the SC meetings. This might need to be adapted if other donors come in.
- The following affiliations were listed as key for the SC, which should have 10-12 members:
  - Farmer Organization (Tiina Huvio, AgriCord)
  - Forest Producer Organization (Peter deMarsh, IFFA)
  - Community Forestry
  - Indigenous Peoples Organization (Mirna)
  - Government
  - Policy & Advocacy NGO (Joji Cariño, Forest Peoples Programme)
  - Finance (Noemi Perez, FAST)
  - Private Sector
  - International Relations / Policy (Markku Ahu)
  - Host Organization / International organization (Eva Müller, FAO)
  - Climate Change / Resilience
- The following suggestions were made for new members: IFAD, ICA, Finance in Motion Fund.
- Additionally, the following aspects should be reflected in the SC: Youth, gender equality, donor connection, social protection.
- Some membership changes were agreed upon:
  - Emilia Arthur will step down, as she is no longer affiliated with government.
  - Noemi Perez will leave FAST and therefore leave the SC. She continues as chair until the new SC is established.
  - Joji Cariño will stay for the transition period and step down after.
  - Tiina Huvio, Peter DeMarsh, Eva Müller and Markku Ahu will continue as SC members.

#### *Action items for Management's follow-up*

- To develop and share with SC a list of potential new SC members for Phase II.
- Organization of the next SC meeting around COFO 2018.

#### **Phase II**

FFF manager presented Phase II theory of change, the four outcomes and planned activities.

#### *Synthesis of the discussion*

- The past three pillars are incorporated in the new four outcomes.

- For outcome 2, it is important to have an approach that allows a variety of producer organizations (including communities and indigenous peoples) to be included as well as focusses on different business models. Key is the link to value chains but also to more indigenous conceptions of buen vivir and good livelihoods.
- For outcome 3, there is need for an inclusive monitoring system, for technical capacity development and for advocacy; one challenge is that often business objectives conflict with climate/ecological objectives; intervention on landscape level is key.
- Outcome 4 is basis for climate action and SDGs; it is new terrain for FFF and needs further clarification, what services are and how ownership of FFPOs can be ensured.
- In general, not every partner PO will be expected to achieve all outcomes. Nevertheless, FFF has a clear message including gender equality and social and environmental sustainability.
- It is important to ensure case based approach for inclusion of indigenous peoples.

#### *Action items for Management's follow-up*

- Assess and improve approach for indigenous peoples for better representation and ownership of FFF.
- Operationalize further the approach for outcome 3, including advocacy and technical capacity building for partner FFPOs.
- The link between business development and outcome 4 is crucial and needs to be considered in the operationalization, especially with regards to gender equality.
- To develop an appropriate monitoring system including data collection on resilience/landscape level building on the expertise of indigenous peoples and other local stakeholders.

### **Country Selection**

The FFF team presented the process and criteria for country selection. The SC provided feedback and suggestions. The SC approved the selection criteria and set-up of the selection panel.

#### *Synthesis of the discussion*

- In Phase II, the partner countries of Phase I should still be involved through some kind of broader FFF network, which could also be open for other organizations working towards similar objectives. However, such a partnership requires time and resources.
- Current funding situation allows only for ca. six countries to start with (including the ones that are already earmarked: Vietnam, Zambia, Kenya).
- It was agreed that a call for expression of interest from the countries (apex producer organization with support from government) is desired. The call should be made to a larger group of countries and can be repeated on annual basis if needed.
- Other countries can be added at a later stage depending on donor preferences.
- In Phase II, regional balance of partner countries should be ensured, as well as balance between large and small countries whenever possible.
- The SC together with donors will send a letter to FAO, recommending to revise the FFF logo.

#### *Action items for Management's follow-up*

- Prepare and issue a broad call for expression of interest to have a list of countries to start with and to select later on when funds are increasing.
- To re-do the call after one year (or more) if needed.
- Whenever specific country requests arise (from donors or through specific proposals), individuals countries can be added even without call.
- For a broader FFF partnership, the allocation of funds and resources is necessary. This concept needs to be developed further.

### **Key events**

FFF manager shared list with upcoming events with SC.

**Next Meeting**

Noemi Perez will continue as chair until the new SC is established. The new SC will then elect a chair. The next SC meeting is foreseen to take place around COFO (July 2018). A Phase II launching event is proposed for the same period.

## Summary of actions for follow-up

### Reporting

- Revision of summary report including SC members' comments (better visibility of the work with IPs, adjust the impact numbers, knowledge generation will be better highlighted, country box will be more complete...).
- Finalization of summary fact sheet of Phase I and one per country.
- Adoption of approach towards indigenous peoples and give more visibility on the work with IPs in the communication and material for Phase II.

### Resource Mobilization

- Continuous effort to approach donors for core funding of Phase II.
- Develop ideas and strategies for country level fundraising.
- Ensure to have fundraising expertise on management and country levels.
- Develop donor specific strategies and communication.

### Steering Committee – Role, composition and future

- To develop and share with SC a list of potential new SC members for Phase II.
- Organization of the next SC meeting around COFO 2018.

### Phase II

- Assess and improve approach for indigenous peoples for better representation and ownership of FFF.
- Operationalize further the approach for outcome 3, including advocacy and technical capacity building for partner FFPOs.
- The link between business development and outcome 4 is crucial and needs to be considered in the operationalization, especially with regards to gender equality.
- To develop an appropriate monitoring system including data collection on resilience/landscape level building on the expertise of indigenous peoples and other local stakeholders.

### Country Selection

- Prepare and issue a broad call for expression of interest to have a list of countries to start with and to select later on when funds are increasing.
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- Whenever specific country requests arise (from donors or through specific proposals), individuals countries can be added even without call.
- For a broader FFF partnership, the allocation of funds and resources is necessary. This concept needs to be developed further.

## List of Annexes

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**Annex 2: Attendees at the meeting**

**Annex 3: Full list of SC members**

**Annexe 4: Corrected financial statement**

**Annexe 5: Minutes of the fifth SC meeting**

## Annex 1: Agenda

# PROPOSED AGENDA

## Forest and Farm Facility Steering Committee Meeting

February 28-March 1, 2018 Philippines Room, C277, FAO, Rome

Day 1 India Room A-327	
9:00 -9:30	<b>Opening Welcome and Introductions:</b> SC Chair with remarks from ADG, FOA or Dir. FOA
9:30 – 9:50	<b>Adoption of Agenda</b> SC Chair
9:50 – 10:15	<b>Overview and major topics for guidance and discussion</b> FFF Manager
10:15 – 10:45	<b>Coffee/tea break</b>
10:45 – 12:00	<b>Phase I – 2012-2017 Overview of Aggregate Impacts and Lessons Learned –</b> FFF team
12:00 – 12:30	<b>Discussion and Clarifications from the report</b> Chair or Nominee from SC
12:30 – 13:30	<b>Lunch</b>
13:30 – 14:00	<b>2017 Financial Report</b> FFF Manager and Programme Assistant
14:00 – 14:30	<b>Discussion and approval of reports</b> SC Chair
14:30 – 15:00	<b>Operational Challenges</b> FFF Manager
15:00 – 15:30	<b>Discussion</b> Chair or Nominee from SC
15:30 – 16:00	<b>Coffee Break</b>
16:00 – 16:30	<b>Work Plan and Budget for Phase I to Phase II Transition and Launching of Phase II</b> Management team Manager, and Programme Assistant
16:30 – 18:00	<b>Discussion of thematic studies, country selection panel criteria and process, ideas for Outcome 3 and Outcome 4 implementation. approval of work plans</b> Chair and FFF Manager
19:30 – 21:00	<b>Group Dinner</b>
Day Two March 1, 2018	
9:00 – 10:15	<b>Steering Committee – Self-reflection – Role, composition and future</b> Chair
10:13 – 10:45	<b>Coffee/tea Break</b>
10:45 -11:45	<b>Expanding the FFF Network – Scaling up partnerships</b> Manager and FFF team
11:45 – 12:45	<b>Resource Mobilization Plans and FFF Marketing</b> FFF Manager- Chair
12:45 – 13:45	<b>Lunch</b>
13:45 – 14:30	<b>Resource Mobilization continued</b> FFF Manager and Chair
14:30- 15:30	<b>Key Events – and Other Business including comments from Observers</b> FFF Manager and Chair
15:30 – 16:00	<b>Coffee/tea break (observers leave)</b>
16:00 – 17:00	<b>Final internal SC Discussion Next Meeting Dates etc.</b> Chair <b>Round of Thanks</b> Dir. FOA



## Annex 2: Attendees at the meeting

### SC Members

NAME	AFFILIATION
Noemi Perez (Chair)	Finance / Private sector
Peter deMarsh	Forest Producer Organization
Tiina Huvio	Business Development Service Provider Organization
Emelia Arthur	Government/Policy Representative
Joji Cariño	Policy and Advocacy NGO
Markku Aho	International Development
Eva Müller	Partner/Hosting Institution

### Participants FFF Team

Duncan Macqueen	Principal Researcher – Forest Team Natural Resources Group, IIED
Anna Bolin	Researcher - Forest Team, Natural Resources Group, IIED
Jeff Campbell	FFF Manager, FAO HQ
Sophie Grouwels	FFF Forestry Officer, FAO HQ
Jhony Zapata	FFF Forestry Officer, FAO HQ
Marguerite France-Lanord	FFF Communications, FAO HQ
Svea Senesie	FFF Associate Professional Officer, FAO HQ
Zoraya Gonzalez	FFF Administration, FAO HQ
Tatiana Lebedeva	FFF Administration, FAO HQ
Francesca Guarascio	FFF Reporting, FAO HQ

### Donors Observer

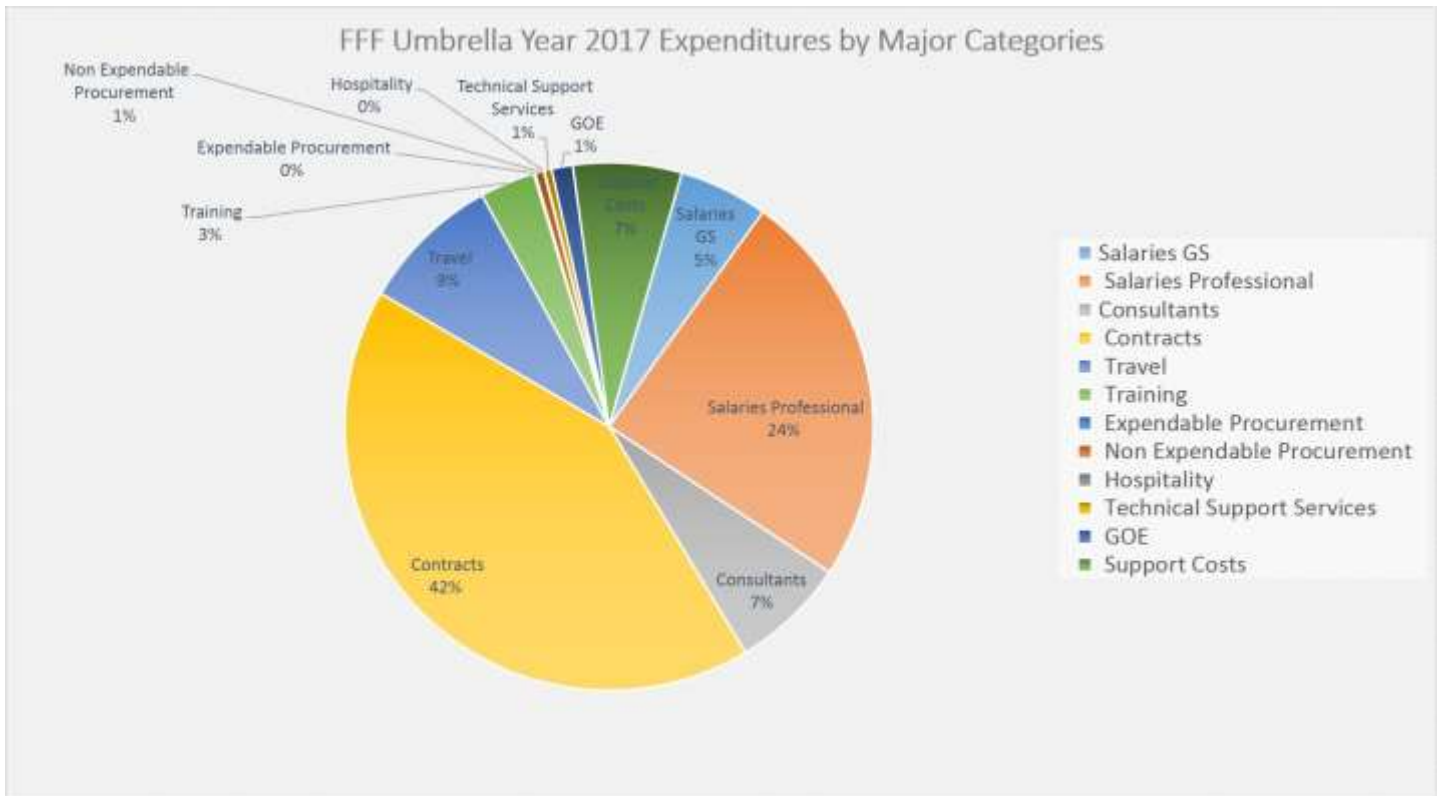
Emilie Göransson	Sweden
Suvikki Silvennoinen	Finland

### Annex 3: Full list of SC Members

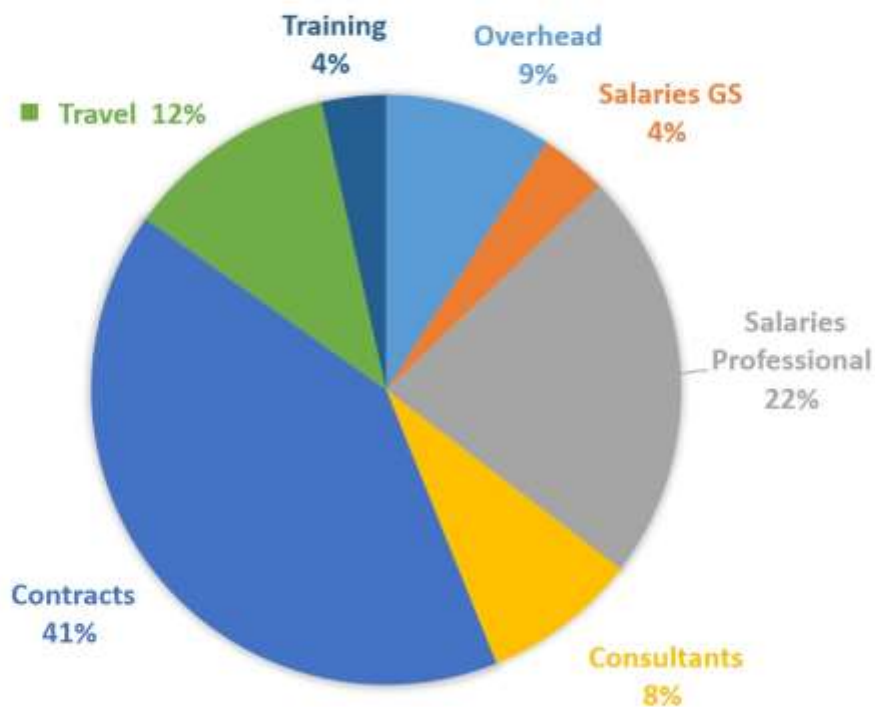


	NAME	AFFILIATION	CONTACT
1	<b>Noemi Perez (Chair person)</b> President and CEO- Finance Alliance for Sustainable Trade-FAST	Finance / Private sector	<a href="mailto:noemi.perez@fastinternational.org">noemi.perez@fastinternational.org</a> +1-514-759-6626
2	<b>Peter de Marsh,</b> Chairperson, IFFA	Forest Producer Organization	<a href="mailto:grandpic@nbnet.nb.ca">grandpic@nbnet.nb.ca</a> tel: +1 506 367 2503
3	<b>Levi Sucre Romero</b> Red Indigena Bribri y Cabecar (RIBCA), Costa Rica And Coordinator, MesoAmerican Alliance of People and Forests	Community Forestry Organization	<a href="mailto:levisucre@hotmail.com">levisucre@hotmail.com</a> +505 22 93 63 39
4	<b>Myrna Cunningham</b> President, Center for Autonomy and Development of Indigenous Peoples CADP, Nicaragua	Indigenous Peoples' Organization	<a href="mailto:myrna.cunningham.kain@gmail.com">myrna.cunningham.kain@gmail.com</a>
5	<b>Emelia Arthur</b> Presidential Advisor, Policy Delivery Unit, Office of the President, Ghana	Government/Policy	<a href="mailto:emelia.arthur@gmail.com">emelia.arthur@gmail.com</a> tel. +233 244 469 015
6	<b>Tiina Huvio</b> Programme Director FFD, AgriCord	Business Development Service Provider Organization	<a href="mailto:tiina.huvio@ffd.fi">tiina.huvio@ffd.fi</a> tel. +35 840 159 5667
7	<b>Joji Cariño</b> Director, Forest Peoples Programme	Policy and Advocacy NGO	<a href="mailto:joji@forestpeoples.org">joji@forestpeoples.org</a> +44 (0)1608 652893
8	<b>Markku Aho</b> Consultant, Finland	International Development	<a href="mailto:markku1704@gmail.com">markku1704@gmail.com</a> +358405211912
9	<b>Eva Müller</b> Director Forest Economics, Policy and Products Division, FAO	Partner/Hosting Institution	<a href="mailto:eva.muller@fao.org">eva.muller@fao.org</a> tel. +390657054628

**Annex 4: Corrected financial statement**



### FFF UMBRELLA TOTAL EXPENDITURES BY MAJOR CATEGORIES (JAN 2013 UP TO DEC 2017)



**2017 Financial Overview of FFF Umbrella (Opening Balance- Contributions- Expenditures)**

**Period: 01-Jan-2017 to 31-Dec 2017**

Contributions Received in 2017 (amounts in USD)	495/MUL	114/FMM	FLEGT	Total
<b>Opening Balance (CF 2016)</b>	576,348			576,348
Sweden	782,385			782,385
Finland	826,162			826,162
Finland (2016 contribution rcvd Jan 2017)	745,900			745,900
USA Department of State	200,000			200,000
USA Forest Service	9,311			9,311
Agricord	238,600			238,600
FMM/ FLEGT		756,162	52,715	808,877
Interests	-	2,690	-	2,690
	-			-
<b>Total</b>	<b>3,378,706</b>	<b>758,852</b>	<b>52,715</b>	<b>4,190,273</b>

Budget Lines	2017 Expenditures			
	495/MUL	114/FMM	397/EC	Total
5011 Salaries Professional	898,061	-	-	898,061
5012 Salaries General Service	200,193	-	-	200,193
5013 Consultants	236,837	-	22,780	259,617
5014 Contracts	1,023,229	523,274	-	1,546,503
5020 Locally Contracted Labour	- 8	-	-	- 8
5021 Travel	184,131	102,068	29,935	316,134
5023 Training	124,273	-	-	124,273
5024 Expendable Procurement	3,094	502	-	3,596
5025 Non Expendable Procurement	19,408	-	-	19,408
5026 Hospitality	1,522	-	-	1,522
5027 Technical Support Services	16,568	-	-	16,568
5028 General Operating Expenses	27,969	12,584	-	40,553
5040 General Operating Expenses - external common services	466	-	-	466
5050 General Operating Expenses - internal common services	5,964	-	-	5,964
<b>Total</b>	<b>2,741,707</b>	<b>638,428</b>	<b>52,715</b>	<b>3,432,850</b>
5029 Support Costs	161,362	82,996	-	244,358
<b>Grand Total</b>	<b>2,903,069</b>	<b>721,424</b>	<b>52,715</b>	<b>3,677,208</b>
Remaining Balances	475,637	37,428	-	513,066

Note: Due to the late signature of EU-CIFOR accompanying funds, EU-FEGT funds could not be used and will be transferred to Phase II- this leaves a balance to carry over for the Transition Period of :

513,066

**PHASE 1 FFF 2012-2017 Financial Overview**

<b>Contributions Received up to Dec 2017</b>						
	<b>812/GER</b>	<b>495/SWE</b>	<b>495/MUL</b>	<b>114/FMM</b>	<b>FLEGT</b>	<b>Total</b>
Carlowitz	1,110,273					1,110,273
Sweden		72,498	6,866,890			6,939,388
Finland			4,991,277			4,991,277
USA Department of State			950,000			950,000
USA Forest Service			9,311			9,311
Agricord			1,115,553			1,115,553
FMM/ FLEGT				758,862	52,715	811,577
OTHER (NFP Remaining Funds)			279,660	-	-	279,660
Interests			22,820			22,820
<b>Total</b>	<b>1,110,273</b>	<b>72,498</b>	<b>14,235,511</b>	<b>758,862</b>	<b>52,715</b>	<b>16,229,859</b>
<b>Budget Line Expenses up to 31 Dec 2017</b>						
5011 Salaries Professional (Parent)	3,537,292					
5012 Salaries General Service (Parent)	580,233					
5013 Consultants (Parent)	1,335,244					
5014 Contracts (Parent)	6,425,788					
5020 Locally Contracted Labour (Parent)	18,411					
5021 Travel (Parent)	1,826,317					
5023 Training (Parent)	554,790					
5024 Expendable Procurement (Parent)	96,574					
5025 Non Expendable Procurement (Parent)	25,137					
5026 Hospitality (Parent)	7,542					
5027 Technical Support Services (Parent)	121,273					
5028 General Operating Expenses (Parent)	244,611					
5029 Support Costs (Parent)	907,677					
5040 General Operating Expenses - external common services (Par	13,743					
5050 General Operating Expenses - internal common services (Par	59,590					
<b>Total</b>	<b>15,754,222</b>					
Remaining Balance Cash Rcvd - Expenditures	475,637					
interest	0					
remaining balance FMM	37,428					
Psc	0					
<b>total</b>	<b>513,065</b>					
<b>Final Remaining Balance for CF into 2018</b>	<b>513,065</b>					

**PHASE 1 FFF Transition into PHASE II January to September 2018- Provisional Financial Overview**

<b>Contributions Received 2018 (CASH)</b>	495/MUL	FMM/114	<b>TOTAL Contrib</b>		
Sweden	1,197,461		1,197,461		
CARRY forward from 2017 (495/MUL AND 114/FMM)	475,637	37,428	513,065		
<b>Total</b>	<b>1,673,098</b>	<b>37,428</b>	<b>1,710,526</b>		
	<b>Carry Forward</b>		<b>Transtion Funds</b>	<b>Total Budget Available</b>	
<b>Budget Line</b>	495/MUL*	114/FMM	495/MUL	495MUL+FMM	
5011 Salaries Professional (Parent)	28,000	-	572,000	600,000	600,000
5012 Salaries General Service (Parent)	-	-	190,000	190,000	190,000
5013 Consultants (Parent)	60,000	-	70,000	130,000	130,000
5014 Contracts (Parent)	110,000	16,722	230,000	356,722	340,000
5020 Locally Contracted Labour (Parent)	4,100	-	-	4,100	4,100
5021 Travel (Parent)	52,000	7,300	48,000	107,300	100,000
5023 Training (Parent)	4,900	-	-	4,900	4,900
5024 Expendable Procurement (Parent)	3,450	100	550	4,100	4,000
5025 Non Expendable Procurement (Parent)	1,950	-	550	2,500	2,500
5026 Hospitality (Parent)	1,500	-	500	2,000	2,000
5027 Technical Support Services (Parent)	176,738	-	18,147	194,885	194,885
5028 General Operating Expenses (Parent)	2,500	9,000	1,000	12,500	3,500
5040 General Operating Expenses - external common services (Parent)	1,500	-	-	1,500	1,500
5050 General Operating Expenses - internal common services (Parent)	2,500	-	-	2,500	2,500
Sub-total	449,138	33,122	1,130,747	1,613,007	1,579,885
5029 Support Costs (Parent)	26,499	4,306	66,714	97,519	93,213
<b>Total</b>	<b>475,637</b>	<b>37,428</b>	<b>1,197,461</b>	<b>1,710,526</b>	<b>1,673,098</b>

**Financial Statement Overview for PHASE I + Transition**

	PHASE I + Transition Dec 2012- Sep 2018 Contributions					
	812/GER	495/SWE	495/MUL	114/FMM	FLEGT	Total
Carlowitz	1,193,428					1,193,428
Sweden		72,516	8,060,280			8,132,796
Finland			4,991,276			4,991,276
USA			950,000			950,000
Agricord			1,115,553			1,115,553
FMM/ FLEGT				758,862	52,715	811,577
OTHER (NFP Remaining Funds)			240,603	-	-	240,603
Intrerests			22,820			22,820
Returned balances for closed projects	-83,156					-83,156
<b>Total Contributions Received</b>	<b>1,110,272</b>	<b>72,516</b>	<b>15,380,531</b>	<b>758,862</b>	<b>52,715</b>	<b>17,374,896</b>

**BUDGET ALLOCATION PHASE I + TRANSITION**

Account	812/GER	495/SWE	495/MUL*	114/FMM	FLEGT **	Total Budget
5011 Salaries Professional	144,848	-	3,992,444	-	-	4,137,292
5012 General Services		-	770,233	-	-	770,233
5013 Consultants	116,077	-	1,326,387	-	22,780	1,465,244
5014 Contracts	436,653	-	5,805,857	539,996	-	6,782,506
5020 Locally Contracted Labour	300	-	22,211	-	-	22,511
5021 Travel	229,994	63,555	1,504,344	109,400	29,935	1,937,228
5023 Training	56,753	-	502,841	-	-	559,594
5024 Expendable Procurement	9,159	-	90,913	601	-	100,673
5025 Non Expendable Procurement	160	-	26,227	-	-	26,387
5026 Hospitality		-	9,542	-	-	9,542
5027 Technical Support Services	4,012	-	216,146	-	-	220,158
5028 General Operating Expenses	49,235	4,921	181,032	21,562	-	256,750
5040 General Operating Expenses - external common services	1,225	-	14,018	-	-	15,243
5050 General Operating Expenses - internal common services	-	-	61,441	-	-	61,441
<b>Total</b>	<b>1,048,416</b>	<b>68,476</b>	<b>14,523,636</b>	<b>671,559</b>	<b>52,715</b>	<b>16,364,802</b>
5029 Support Costs	61,857	4,040	856,895	87,303	-	1,010,094
<b>GRAND TOTAL</b>	<b>1,110,272</b>	<b>72,516</b>	<b>15,380,531</b>	<b>758,862</b>	<b>52,715</b>	<b>17,374,896</b>

\* Includes 2018 funds

\*\* funds to be transferred into PHASE II Umbrella

**Financial Statement Overview for PHASE II**

**PHASE II 2018-2022 Contributions**

	FLEGT	MUL	TOTAL
EU-FLEGT	1,382,573		1,382,573
IKEA		130,000	130,000
<b>Total Contributions</b>			<b>1,512,573</b>

**BUDGET ALLOCATION PHASE II**

Account	FLEGT	IKEA	Total Budget
5011 Salaries Professional	354,516		354,516
5012 General Services			-
5013 Consultants	135,959		135,959
5014 Contracts	826,765	122,757	949,522
5020 Locally Contracted Labour			-
5021 Travel	36,206		36,206
5023 Training	23,811		23,811
5024 Expendable Procurement			-
5025 Non Expendable Procurement			-
5026 Hospitality			-
5027 Technical Support Services	5,316		5,316
5028 General Operating Expenses			-
5040 General Operating Expenses - external common services			-
5050 General Operating Expenses - internal common services			-
<b>Total</b>	<b>1,382,573</b>	<b>122,757</b>	<b>1,505,330</b>
5029 Support Costs	-	7,243	7,243
<b>GRAND TOTAL</b>	<b>1,382,573</b>	<b>130,000</b>	<b>1,512,572</b>



## Annexe 5: Minutes of the fifth SC Meeting, without Annexes, February 2017



Food and Agriculture  
Organization of the  
United Nations



### Minutes of the fifth meeting of the Forest and Farm Facility Steering Committee

FAO headquarters, Rome, Italy  
15-16 February 2017



#### Introductions

The 5<sup>th</sup> meeting of the Forest and Farm Facility Steering Committee was held at FAO in Rome from February 15-16<sup>th</sup>. The chair August Temu welcomed members of the Steering Committee (SC) and observers and invited them to introduce themselves in a *tour de table*. With the exception of Rukka Sombolinggi and Levi Sucre Romero all SC members were present. Hannelore Beerlandt, the new director of AgriCord participated in the meeting as an observer. In addition donor partners from Sweden and Finland also participated in the meeting. See the Agenda in Annex 1, the list of participants in Annex 2, the list of SC members in Annex 3.

#### Opening welcome from Eva Muller, Director Forest Economics, Policy and Products Division, FAO

On behalf of Maria Helena Semedo, Officer-in-Charge, Forestry Department, Eva Muller explained that climate change has become a key priority of FAO, and that the Forestry Department has been accredited with the Green Climate Fund and therefore project concepts have started to be developed. She highlighted that FFF's work contributes to climate mitigation and strengthens landscape resilience. She acknowledged the FFF as a key flagship programme within FAO, seen as a model of collaboration. The Mid Term evaluation was positive. As 2017 is the last year of the first phase of FFF, she said that all commitments should be fully filled by the end of the year and that the proposal for Phase II to be reviewed by SC members will scale up the work of the FFF by increasing the number of countries. The

slightly change of focus for Phase will help to deliver climate change resilience, increase the value chain and the role of FFPOs in achieving the SDGs. She reiterated the strong support of FAO to the FFF as a flagship programme.

August Temu provided thanks to Eva Muller and to FAO support to the FFF.

### **Adoption of agenda and confirmation of the minutes from the last Steering Committee meeting**

The agenda was revised in order to give more time to key strategic discussion already on day 1. Since a member of the SC was not able to attend the second day, SC members felt the need to discuss Phase II after lunch on the first day.

The minutes from the previous SC meeting were reviewed and were approved (*proposed by Eva Muller and seconded by Emilia Arthur*). A copy of the minutes of the last SC meeting without Annexes is attached as Annex 5.

### **Major topics for guidance / Reporting**

SC members were requested to give comments on the Annual Report 2016, and discuss how SC can best contribute to FFF.

#### *Synthesis of the discussion*

- SC members would like to be better alerted when FFF publications are launched.
- More quantitative data is requested by SC members over the Pillars, with good baseline data (for Phase II) in order to be able to show the impact of FFF specifically.
- Instead of reporting country by country, SC members would appreciate a good executive summary by pillar, and key achievements. A maximum of 15 pages was suggested with more detailed country reporting as an annex.
- An analysis on the strategic impact of the FFF has been requested, including some reflections on the weaknesses and failures of the programme in order to build on the lessons.

#### *Action items for Management's follow-up*

- The Steering Committee will make its recommendations on the final reporting structure at its next check in – by skype call. The report will be sent 2- 3 weeks before the next SC Meeting

### **Stories of impact from partner countries**

After three country presentations (The Gambia, Bolivia, Nepal) including each two slides with the main outcomes of the year by Pillar and a short video of a human story, SC members asked to revise the agenda. It was agreed to proceed with an open discussion around area where there is a need for SC feedback.

During a short brainstorming, the following challenges for discussion were identified by SC members and FFF team, in particular Duncan MacQueen from the Monitoring and Learning analysis:

1. How do we distinguish FFPOs business from other types/conventional business?
2. How do we improve business incubation support?
3. How do we catalyze in-country exchanges and develop champion's network?
4. Equity (gender, youth) but also between larger (apex) and smaller POs.
5. Big communication : bring local voice to global level, potential ambassador.
6. How do we translate FFF contribution into livelihoods improvement?

### *Synthesis of the discussion*

- Although there is an increased awareness and understanding on the role of FFPOs, there is a need to **make business case** for smallholders and community forestry. This should come from individual stories. Global impact of FFF was also emphasized So individual stories could also reflect the global impact or make the case of the global impact of the FFPOs
- Challenge in communications to highlight the added value of FFPOs since **SDGs indicators** don't mention organized groups.
- Numbers are needed to access funds and work with climate change opportunities.
- **Business incubators** should come from FFPOs, facilitating exchanges on subjects between POs can help.
- AgriCord mentioned the existence of a consultation tool for business advocacy, looking at youth, and linkage generation: FACT (Farmers Advocacy Consultation Tool) developed by Agriterra and widely used, also by other members of AgriCord.
- Equity: not only the representation but also the participation of the representatives at the table is important.
- Bring together the constituencies together is key (FFPOS and Indigenous peoples).

### *Action items for Management's follow-up*

- The FFF needs to get real ambassadors to influence the global thinking.
- The Youth who are in the cities should also be targeted in the training.
- Organised members could act as actors for incubation support.

## **Phase II**

FFF Manager gave a brief presentation of the Mid Term Evaluation, its positive results, and how FFF can build new capitals for Phase II.

### *Synthesis of the discussion*

- The FFF comparative advantage as a cross cutting programme to link with climate change and the SDGs has been recognized.
- Does FFF have a comparative advantage in Outcome 4: Improved and equitable access to social and cultural services?
- There is a need for country-specific exit strategies as part of planning, as well as a reflection on the sustainability of the process.
- SC members discussed the question of how rural transformation and the transformation of rural economies links to transformation at the national level.
- There is an opportunity to liaise with member-based organisations well established to lead to a more long-term relationships.
- The outcomes of Phase II could be the equivalent of what were the Pillars in Phase I.

### *Action items for Management's follow-up*

- The Programme Document of Phase II will be refined and send to SC members for final review. It will include a revised Executive summary.
- Clear criteria on how, when and where to expand the country selection will be defined in the Programme Document.
- The term "indigenous peoples" will be added separately to FFPOs in the programme Document.
- FFPOs will be involved in Phase II development and planning process.
- Baseline will be well planned to start Phase II M&L implementation.
- Risk Management chapter will be further developed in the Programme Document of Phase II through a systematic and systemic approach (including risk mapping, evaluating, inclusion in workplans and reporting).

- The budget for communications will be increased.
- A short brochure of a few pages will be developed based on the Programme Document and will include some graphical elements.

### **2016 Budget**

A slightly corrected 2016 Financial Statement was shared and approved. FFF Manager mentioned that FFF could expand its budget for exchange visits, communications and small grants. Revised budget tables are available in Annex 4.

### **Workplan 2017**

FFF team gave a presentation including the main highlights of the countries workplan by Pillar, the regional and global activities, the knowledge generation and communications activities, and the 2017 projected budget allocation.

#### *Synthesis of the discussion*

- The exchange visit concept has been appreciated by SC members, however an analysis of the change and impact that the visits have generated would be needed
- Exchange visits could be organized around problems faced by FFPOs, and experiences would be shared on how to solve these problems.
- There is a need for training targeting leaders, managers of FFPOs on how to manage such organizations.
- FFF should be present at major global meetings such as UNFF in May 2017 to try to influence the discussions about the UNFF new strategy with goal and targets, in particular Target 2.2 which addresses small scale enterprises.

#### *Action items for Management's follow-up*

- The concept of the exchanges visits will be more developed in Phase II Programme Document.
- A page related to training material will be developed on FFF website, and a module on the FAO SFM toolbox could be developed.
- Linkages with the FAO Regional Forest Communicators Networks will be developed for better outreach.
- ICT approaches such as an interactive App adaptable in each country could be developed.

### **Gender Strategy**

#### *Synthesis of the discussion*

- SC commended the management team for the Gender Strategy and the use of survey information to inform the follow up
- Urged that the sufficient budget is allocated for implementation to gender strategy.
- Agreed that investment in basic education, i.e. literacy would be good.
- Suggested that monitoring gender strategy implementation needs more than sex-disaggregated data.

#### *Action items for Management's follow-up*

- M&L system will include monitoring the gender strategy implementation

### **SC governance**

- The staffing and governance structure of the FFF established at the first SC meeting in 2013 were discussed.

- Two members of the SC will leave the SC this year: Ignace Coussement because he is going to retire, and Rukka Sombolinggi because of her new duties. New skills such as in climate change could be an asset in new members for the SC.
- August Temu having reached three years as a Chair, announced the termination of his mandate.
- After a vote of the present members of the SC, Noemi Perez was elected and accepted the role as the new chair.

### **Next Meeting**

Immediately after the formal meeting the Chair and management team met and proposed three skype check in calls on:

- Thursday, April 6 at 15:00 hrs– 16:30 Rome time – in order to confirm the two new nominees for the SC, get inputs into the next reporting format, and discuss fund raising.
- Thursday, September 7th at 15:00 hrs – 16:30 Rome time - Agenda to be determined
- Thursday, November 30 at 15:00 hrs – 16:30 Rome time - Agenda to be determined

February 28-March 1, 2018 at FAO in Rome was proposed for the next Steering Committee meeting.

### **Summary of actions for follow-up**

#### **Reporting**

- The Steering Committee will make final recommendations on the best format for reporting at the next skype call. The discussion proposed that reporting could be done through Pillars, and include synthetic and strategic thinking on the challenges and lessons learnt. An Executive summary will give the Highlights of the year.
- The report will be sent 2- 3 weeks before the next SC Meeting

#### **FFF Impact**

- The FFF needs to get real ambassadors to influence the global thinking.
- The Youth who are in the cities should also be targeted in the training.
- Organised members could act as actors for incubation support.

#### **FFF Phase II**

- The Programme Document of Phase II will be refined and send to SC members for final review. It will include a revised Executive summary.
- Clear criteria on how, when and where to expand the country selection will be defined in the Programme Document.
- The term “indigenous peoples” will be added separately to FFPOs in the programme Document.
- FFPOs will be involved in Phase II development and planning process.
- Baseline will be well planned to start Phase II M&L implementation.
- Risk Management chapter will be further developed in the Programme Document of Phase II through a systematic and systemic approach (including risk mapping, evaluating, inclusion in workplans and reporting).
- The budget for communications will be increased.
- A short brochure of a few pages will be developed based on the Programme Document and will include some graphical elements.

#### **Workplan 2017**

- The concept of the exchanges visits will be more developed in Phase II Programme Document.
- A page related to training material will be developed on FFF website, and a module on the FAO SFM toolbox could be developed.

- Linkages with the FAO Regional Forest Communicators Networks will be developed for better outreach.
- ICT approaches such as an interactive App adaptable in each country could be developed.

**Gender Strategy**

- M&L system will include monitoring the gender strategy implementation

**List of Annexes – Not included here**

**Annex 1: Agenda**

**Annex 2: Participants at the meeting**

**Annex 3: Full list of SC members**

**Annex 4: Revised budget for 2016 and 2017**

**Annex 5: Minutes of the Third SC meeting**