

**Resource Mobilization Strategy and Plan**

**(2018–2022)**

Mobilizing Resources to Achieve

Financing at Scale and Phase II Outcomes

Version

June 21, 2017

Executive summary 3

What is FFF’s current funding modality and outlook 4

The current global funding environment as it relates to FFF 6

How will achieving RM strategic objectives help secure new funding 7

FFF strategic choices and plans to engage funders and build a strategic case for support 12

Annex 1. Workplan- Engagement of major current funders and top prospects (May-Dec 2017) 26

Annex 2. Mapping of funder instruments, relations with FAO, funder contacts and FFF partner leading efforts 36

Annex 3. Potential and Relevant Competitive Calls for Funding (2017-2022) 41

# Executive summary

The Forest and Farm Facility (FFF) is a unique partnership between FAO, IUCN, IIED, and AgriCord with the potential to play a pivotal role in supporting forest and farm producer organizations (FFPOs) in addressing urgent global challenges related to poverty, sustainable livelihoods, food security, land tenure, climate change and the environment. FFF benefits from a strong brand name, recognized for being highly strategic, relevant and efficient, and for making good progress in filling the gaps in rural development cooperation at global levels.[[1]](#footnote-1) FFF’s work in policy and capacity development of FFPOs in Latin America, sub-Saharan Africa and Asia is a natural strength.[[2]](#footnote-2)

The location of the FFF Secretariat in FAO’s headquarters in Rome and the location of FFF partners in Switzerland, the United Kingdom and Belgium, puts FFF in close proximity to the world’s funding and development centers. FFF’s Steering Committee includes members affiliated with forest producers, community forestry, indigenous peoples’ organizations, the international research community, business development service provider organizations, the private sector, government, and funding partners. This positions FFF well to lead and carry out coordinated and collaborative global fundraising efforts.

At the same time, FFF also faces several challenges in achieving fundraising goals that will support implementation of Phase II (2018-2022): *Climate Resilient Landscapes and Improved Livelihoods* and highly ambitious resource mobilization targets. FFF is understaffed in resource mobilization and lacking in expertise in financing mechanisms outside traditional grants, relative to the aims of its Phase II program. FFF’s current funding is too reliant on a limited number of funding sources that represent significant risk to current and potential future funding. In addition, FFF lags behind other peer organizations regarding levels of foundation and private sector engagement and public–private partnerships. Lastly FFF faces both major advantages and challenges regarding the pursuit of funding by being hosted at FAO.

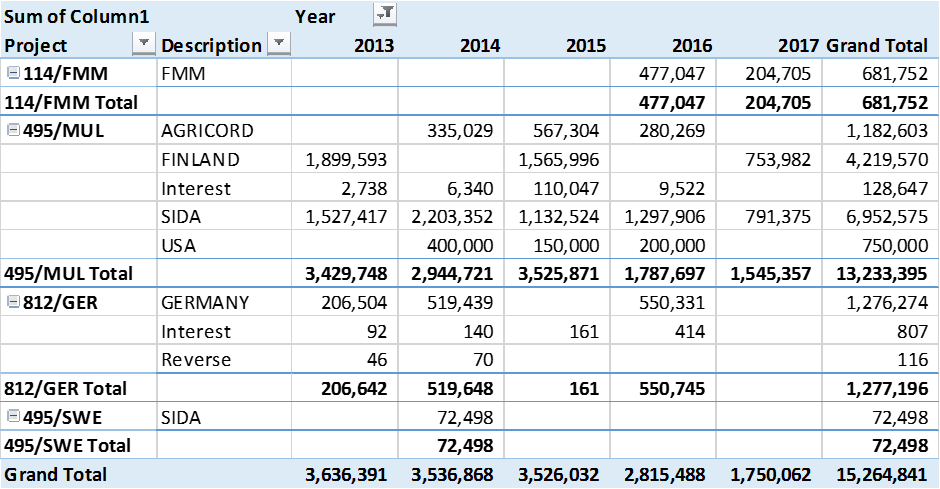
There are high levels of uncertainty about future funding for FFF. The facility must adopt new strategies to sustain and grow funding in the future by consolidating its funding model and expanding and diversifying its funding base. The Strategy and Plan is designed to guide FFF in dealing with new challenges and work toward securing funding for Phase II. It focuses on the strategies and principles that can characterize future success, enabling FFF to secure new financial resources and forge powerful partnerships with funding and FFF partners. FFF aims to become a partner of choice to funders supporting FFPOs, as well as actively informing and influencing development agendas. The Strategy and Plan provides a common and shared framework that will guide and shape FFF funding efforts. These include:

* rolling out major strategic partnerships with FFF partners for joint fundraising efforts;
* informing, engaging and influencing government, multilaterals and foundations to invest in FFPOs as they set development priorities and agendas;
* leveraging FFF partners communications and outreach capacities to attract interest and support;
* strengthening FFF resource mobilization capacity and effectiveness;
* ensuring overall programmatic quality and delivery of FFF’s Phase I.

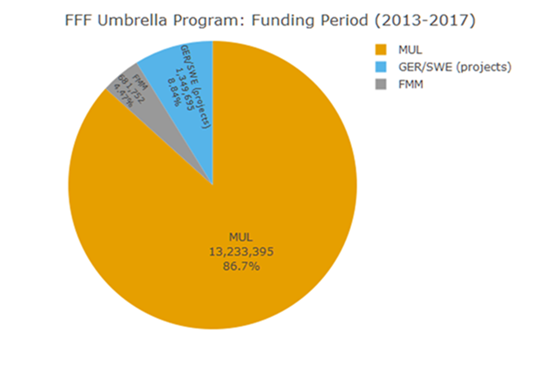
# What is FFF’s current funding modality and outlook

FFF’s current financing modality for Phase I relies on traditional development assistance in the form of grants managed by FAO using an *‘Umbrella program,’[[3]](#footnote-3)* which combines multi-partner projects (MUL) and bilateral projects. FFF’s budget between 2013 and 2017 is US 15,264,841 million, with annual budgets ranging from US 1.7 million up to US 3.6 million. Funding has come primarily from two large MUL investments from the Swedish International Development Cooperation Agency (Sida) and the Ministry for Foreign Affairs of Finland. Initially FFF received contributions only from external sources, but in 2016 secured funds from FAO’s Multi-Partner Support Mechanism (FMM).[[4]](#footnote-4)

**Table 1. FFF Umbrella Program- Budget Overview of Main Financial Sources**



Being hosted at FAO provides FFF with a convenient and flexibly funding modality-the Umbrella program which can accommodate to diverse needs of funding partners, allowing them to un-earmark or earmark their contributions *(e.g. specific work plans, budgets, logical frameworks and agreements).* The program is managed by FAO while still maintaining the identity of FFF and the possibility of reporting to an independent Steering Committee. A substantial amount of funding for FFF’s Phase I has come from the MUL and specifically contributions from Sida, the Ministry of Foreign Affairs of Finland, AgriCord and the United States Department of Agriculture (USDA). For Phase I, MUL funding represents 86.7 % of the total budget, followed by bilateral project contributions at 8.84 % and the FMM contribution at 4.47%.



FFF’s current and historical approach to funding has been to focus on MUL contributions from a limited number of funders. In Phase II, FFF aims to considerably scale up its work in up to 25 countries to support activities for five-years. Phase II aims to leverage significantly greater funds for each partner country, to increase the scope, depth and impact of activities, and to ultimately support FFPOs access new sources of financing directly. FFF aims to build capacities of government and FFPOs so these can serve as brokers and conduits to link and distribute investments to their large membership base.

Towards this goal, FFF will maintain the Umbrella program to achieve the following:

* Support a shared sense of purpose, mission and commitment from FFF partners, IUCN, IIED, AgriCord, and funding partners, to help strengthen the identity and recognition of FFF as a unique Facility;
* Forge relationships with existing ‘flagship’ funding partners, including Sweden’s SIDA and Finland’s Ministry of Foreign Affairs, to make case for additional and increased contributions from prospect funders;
* Allow a governance structure in which a Steering Committee of the primary partners of FFF play an important role in guiding the program of work and representing FFF as responsive to a mandate;
* Use FAO’s Operational Partners Implementation Modality (OPIM) to bring FFF partners, IUCN, IIED, and AgriCord as official *‘Operational Partners,*’ helping to strengthen existing partnerships, supporting a more efficient transfer of funds and providing further incentives to pursue joint resource mobilization efforts;
* Allow for a variety of funding modalities that could help in scaling up activities *(e.g. MUL, Unilateral trust funds, FAO Government Cooperative Program);*
* Strengthen a unified Monitoring and Learning system and consolidated reporting process to funding partners that supports principles of Value for Money.[[5]](#footnote-5)

# The current global funding environment as it relates to FFF

FFF works in a large competitive space for funding at global, regional and national levels. Its Phase II has tremendous fundraising potential, while at the same time operating in one of the most challenging fundraising markets in the world. Governments, multilaterals and philanthropic foundations continue to play an important role in today's development finance landscape. Substantive and emerging funding trends and their implications for FFF’s work include:

**Steady official development assistance (ODA) in real terms and growth in agriculture and forestry.** Net ODA has increased steadily over the last 15 years and rose by 82% in real terms in 2000–2015.In 2015, ODA figures by member countries of the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) were USD 131.4 billion, marking an increase of 6.6% in real terms over 2014.[[6]](#footnote-6) ODA for agriculture and forestry has tripled over the last decade. FFF major current funders[[7]](#footnote-7) and major funders to FFF partners, including FAO, IUCN, IIED and AgriCord are all members of the DAC.

**Large donor countries (the USA, the UK, Germany, Japan and France) remain key to the provision of ODA.** In 2015, Denmark, Luxembourg, the Netherlands, Norway, Sweden and the UK met or exceeded the UN ODA target of 0.7% of gross national income (GNI). Over the past five years, FFF has secured investments from Sweden, Germany, and the USA, through the FAO MUL, FAO FMM, and bilateral grants. FFF partners FAO, IUCN, IIED and AgriCord have previous and current funding from government agencies in the USA, UK, Germany, Japan and France. As FFF and through its core partners, FFF has the potential to leverage investments from these important donor countries through collaborative efforts.

**Non-ODA flows, private philanthropy to developing countries.** Total global expenditure on developmental activities by foundations is now about USD 3 billion annually, mostly from large US foundations.[[8]](#footnote-8) While in the past FFF has not received major contributions from foundations, its strategic partners, IUCN[[9]](#footnote-9) and IIED[[10]](#footnote-10) are currently grantees of major US and European foundations. These partners are well positioned to lead efforts for exploring potential areas for collaboration with private foundations in the US and Europe.

**Increased investment in climate change funding and landscape restoration.** Many governments, multilaterals and private US foundations are maintaining and increasing investments in climate change and landscape restoration, in the context of the UN Climate Agreement and the SDGs. On climate, most funding will be linked to supporting development and implementation of nationally determined contributions. FFF aims to improve delivery of landscape scale mitigation, adaptation and resilience for climate change through direct engagement of FFPOs and integration with inclusive livelihood approaches.

**Empowering women and gender considerations to ensure sustainable economic growth development.** There is growing recognition among governments and private foundations that women are critical to implementing solutions to achieve the Sustainable Development Goals (SDGs) and to address challenges of climate change, food security and nutrition. FFF is well positioned to ensure greater participation by women in FFPOs and gender-sensitive programmatic intervention. FFF has placed gender equality, youth and indigenous peoples and FFPO value chains at the forefront of Phase II.

**Landscape and integrated approaches gaining traction.** Historically agriculture, forests, climate change and land-use change have been viewed, managed and funded separately. Governments, foundations and the private sector are increasingly interested in landscape-scale interventions and new funding mechanisms are being put in place to support this.

**The private sector is ramping up sustainability initiatives.** Emerging multi-stakeholder initiatives are focusing on delivering concrete progress in specific areas, from tropical forest protection, to renewable energy expansion, to local government action. The private sector is increasingly joining these efforts as environmental issues dominate the global risk landscape, while the drive to sustainability at the same time opens up significant global business opportunities. There is also growing interest in public–private partnerships that is influencing private sector commitments. Governments and foundations are increasingly involved in public–private partnerships whose activities range from sustainable land use to crop and disease research to improving infrastructure. FFF does not have a track record in public–private partnerships but will seek to join existing partnerships or alliances that do, to leverage experience and build capacity.

# How will achieving RM strategic objectives help secure new funding

**Roll out major strategic partnership with FFF partners for joint fundraising efforts.** FFF will strengthen its partnership with FAO, IUCN, IIED and AgriCord for institutional resource mobilization to support the ‘Umbrella program’, including funding towards the ‘MUL’ as well as to individual projects that contribute to various Phase II outcomes. FFF will develop strategic partnership agreements with IUCN, IIED and AgriCord as well as secure their status as ‘Operational Partners’ (OP) through FAO’s OPIM modality. This strategic partnership for joint resource mobilization will require less capital commitment and risk than pursuing funding alone as FAO, and will be more attractive to governments, multilaterals and US and EU foundations. It has the potential to help accelerate and strengthen revenue growth FFF and future Phase II partner countries. It will require an upfront cost to secure institutional support within partner organizations and to secure partners FAO OP status, but the return on investment should be high. The partnership will help make a stronger case to major current funders and prospects and position FFF as a collective.

**Table 2. FFF Strategic Partnership for Joint Resource Mobilization**

|  |  |
| --- | --- |
| **FFF strategic partnership for joint resource mobilization** | |
| **Purpose** | **Examples of Activities** |
| Elevate the role of FFF partners, IUCN, IIED and AgriCord as strategic partners for Phase II; Secure their FAO OP status | FFF team at FAO lead OPIM/OPA process in close collaboration with FAO’s Technical Cooperation Department (TC), specifically the South-South and Resource Mobilization Division (TCS) and Partnerships, Advocacy and Capacity Development Division (OPC). FFF partners IUCN, IIED, and AgriCord drive institutional efforts for securing OPA. |
| Increase access to US and European foundations and philanthropy | IUCN and IIED[[11]](#footnote-11) lead new discussions and negotiations with their existing US and European foundation partners to secure foundation support for specific Outcome activities. Main foundation prospects include: Ford Foundation, Charles Stewart Mott Foundation, Rockefeller Foundation, The Christensen Fund, John D. and Catherine T. MacArthur Foundation, and the Mava Foundation. |
| Pursue project roles in full-sized projects (FSP) under the Global Environmental Facility (GEF) 7 replenishment and programs/projects under the Green Climate Fund | FAO and IUCN will take the lead in identifying opportunities for FFF in new projects led by both institutions as accredited agencies to the GEF and GCF that would bring project investments to support wider Phase II goals at global, regional and country levels. |

**Inform, influence and engage government, multilaterals and foundations’ development agendas and strategies on why invest in FFPOs.**

FFF will position the program on global platforms.FFF will access major funder audiences and engage in influential circles and spaces to raise FFF’s profile, the overall importance of FFPOs, and highlight delivery and on the ground of Phase I and potential for Phase II activities. Outreach, engagement and communications capacity from FAO, IUCN, IIED and AgriCord will be used to promote FFF’s work and highlight its proven delivery mechanism for Phase I. Building FFF engagement in influential platforms will provide FFF with direct access to key funding partners and individual decision makers in funder institutions that could “champion” FFF’s mission and work and support overall negotiations with funders.

**Table 3. Examples of platforms and networks of relevance to FFF**

|  |  |  |
| --- | --- | --- |
| **Examples of platforms and networks of relevance to FFF** | | |
| **Channel** | **Scope** | **Relevance** |
| **European Tropical Forests Advisory Group (ETFAG)** | Global | ETFAG offers long standing informal group exchanges on policies and bilateral cooperation programs that European countries carry out in international forestry, with particular emphasis on tropical forests. The group presents opportunities to get up to speed on current and emerging EU government priorities. FAO is a long standing observer and participant. |
| **Global Donor Platform for Rural Development (GDPRD)** | Global | The GDPRD is the primary global network of government, multilaterals and foundations committed to agriculture. It offers entry points of influence in working groups on climate change, gender, land governance, nutrition, the private sector and trade. FAO is a member of the platform. |
| **World Economic Forum (WEF)** | Global | Global forum that engages business, political, academic and other leaders of society to shape global, regional and industry agendas. Its existing initiatives on ‘Environment and Natural Resources Security’, ‘Food Security and Agriculture’, ‘Education, Gender and Work’, and ‘Economic Growth and Social Inclusion’offer important platforms for FFF to build access/engagement in public–private partnership. FAO participates in various WEF global and regional events. |
| **Global Partnership for Effective Development Cooperation** | Global | As a voluntary, multistakeholder forum, the Global Partnership plays a critical role in supporting implementation of the SDGs. The platform will play an important role in monitoring progress and implementation of the SDGs and differentiated commitments at the political level. FAO supports the new initiative on Triangular Cooperation of the Global Partnerships for Effective Development Cooperation, initiated by Mexico and Canada. |
| **Governors’ Climate and Forests Task Force (GCF)** | Global | The GCF is a unique subnational collaboration between 35 states and provinces from Brazil, Colombia, Indonesia, Ivory Coast, Mexico, Nigeria, Peru, Spain, and the United States. It is backed by influential funders such as the Gordon and Betty Moore Foundation, the Norwegian Agency for Development Cooperation (Norad) and the collaborative initiative under the Climate and Land Use Alliance, which brings together the Ford Foundation, the Climate Works Foundation, the David and Lucile Packard Foundation and the Gordon and Betty Moore Foundation. FAO supports various initiatives. |
| **Africa Platform for Development Effectiveness** | Africa | Coordinated by the NEPAD agency, the platform brings together governments, civil society, the private sector, research organizations and academia to consult on and coordinate development priorities and initiatives. |
| **General Assembly of AgriCord** | Global | The General Assembly (GA) of AgriCord consists of delegates from its member agri-agencies and associated organizations. The GA meets twice a year and attracts a quorum of major current funders or prospects. As of 2017, FFF is an observer to the GA. |
| **The Congo Basin Forest Partnership (CBFP)** | Central Africa | The CBFP is a non-binding partnership launched in 2002 and registered at the United Nations Commission on Sustainable Development to promote dialogue and exchange on all initiatives and actors interested in the conservation and sustainable use of the forest ecosystems of the Congo Basin. Meetings are regular. |
| **The Central Africa Forest Initiative (CAFI)** | Central Africa | Coordinated by the United Nations Development Programme (UNDP) and the FAO, CAFI is a collaborative partnership that gathers central African partner countries, a coalition of donors and Brazil as a South–South partner to support strategic, holistic and country-level REDD+ and low-emission development investment in Central Africa. FAO provides CAFI with technical capacity. |
| **European Foundation Center** | Global | The EFC is the platform for and champion of institutional philanthropy and brings together more than 200 foundations and corporate partners. |
| **EDGE Funders Alliance** | Global | EDGE Funders Alliance brings together philanthropy champions primarily US and Europe based committed to global social change philanthropy, who believe that equity and justice – around gender, race, class, sexual orientation, nationality, migration status, and ability – are critical to furthering sustainable international well-being. The Alliance meets formally once a year through a Global Conference and FFF can join as a non-fee paying participant. |

**Strengthen FFF resource mobilization capacity and effectiveness.**

FFF needs to urgently address the resource mobilization capacity gap in grant development, access to funding opportunities and overall funding partner relations.Doing this effectively requires FFF to capitalize on FAO, IUCN, IIED and AgriCord fundraising capabilities to drive funding efforts and support long term funding stability and potential growth. This requires increased investments for FFF to capitalize on existing resources and team at FAO that can help strengthen overall resource mobilization efforts. This also requires an investment in strengthening the partnership alliance to secure their commitment and support at highest institutional levels. FFF will work closely with FFF partners’ resource mobilization teams, specifically those at FAO, IUCN and IIED, to support demands for engaging with funding partners and to give visibility of the FFF partnership to major current funders and relevant prospects. Without strengthening existing capacities, it is unlikely that FFF could achieve its ambitious funding targets set for Phase II.

**Table 4. Examples of internal initiatives to strengthen capacity in resource mobilization by capitalizing on internal resources**

Table 3Examples of platforms and networks of relevance to FFF

|  |
| --- |
| **Examples of initiatives to capitalize on internal resources to strengthen FFF resource mobilization** |
| * FFF will work closely with FAO’s Forestry Department and relevant teams, including UN REDD, EU-FAO-FLEGT Programme, the Forest and Landscape Restoration Mechanism (FLMR), and others to develop joint bilateral projects * FFF will strengthen collaboration with FAO’s South-South Cooperation and Resource Mobilization Division (TCS), including overall coordination, access to funder intelligence and knowledge *(e.g. key information about funder prospects, priority investment areas and recent interaction with FAO at institutional levels),* and securing their support to facilitate contact with prospects and support overall negotiations and relationship building. TCS focal points per country are available here: [*http://intranet.fao.org/rm/supportfocal\_points/*](http://intranet.fao.org/rm/supportfocal_points/) *.* * FFF will work closely with FAO’s Strategic Objective 3 Team (Reducing Rural Poverty) to develop joint initiatives for securing FMM funding * New strategic partnership agreements between FAO and IUCN, IIED and AgriCord helps elevate FFF partnership as institutional priority in partner organizations, allowing for resource mobilization teams at IUCN *(e.g. Global Strategic Partnerships Unit)* IIED (*e.g. Business Development Team)* and AgriCord to support overall funding efforts. * Operational partners’ agreement (OPA) with FFF partners help create incentives for partners to lead funding efforts and or increase their bilateral project funding contributions, leading an increasing number of concept notes and proposals in response to competitive calls at global, regional and country levels. |

**Ensure overall programmatic quality and delivery of Phase I.**

The current international funding landscape indicates that the demands from governments, multilaterals and private foundations for impact accountability and on group product delivery will only increase. FFF will focus on the strong delivery and reporting of Phase I ending in 2017. A mid-term evaluation of FFF assessed the effectiveness and strategic relevance of FFF’s contribution to social protection and the inclusion of marginalized groups in decision-making processes through the program. While overall the evaluation was positive, it also indicated that FFF had not advanced FFPOs to a higher status and that in turn this limits their capacity to engage, for example, with financial institutions for loans. It made a series of recommendations including: FFF should improve its value chain development approach by adding elements that focus on value addition, processing and linkage to various actors in the same chains; FFF should enhance support to the development of women’s entrepreneurship in forest and farm-based value chains in order to ensure equal participation in value chains and linkages to markets. FFF will ensure a successful delivery of Phase I activities and document on the ground impact to strengthen rationale and case for continued and growing support.

**Table 5. Examples of initiatives to highlight Phase I quality and delivery**

|  |
| --- |
| **Example initiatives to highlight programmatic quality and delivery** |
| * As top priority, secure sufficient funding to complete Phase I activities planned for 2017. * Ensure progress and achievements on recommendations from the evaluation are reflected in the final monitoring and learning framework and associated documents. * Craft compelling stories with an emphasis on highlighting delivery and on the ground impact of Phase I that can provide substance for overall outreach and funding efforts. * Secure a strong quorum of funders at major learning exchanges and events planned globally and regionally, including in Myanmar and Tanzania, to engage funders in learning about successes and potential for scaling up in Phase II. |

**What are the financial needs and funding targets in the context of Phase II**

The success of Phase II cannot be assured without adequate and reliable funding. FFF’s current revenue streams center primarily on MUL contributions from two main funders with a small share of bilateral grants and FMM contributions. FFF aims to scale up its unique approach in Phase II to provide increased direct support to FFPOs, increase links to complementary development programs, foster partnerships, and leverage financial resources to accelerate impacts in up to 25 countries. To achieve this, FFF will need to substantially grow funding levels for Phase II compared to funding available in Phase I and push ahead to achieve ambitious resource mobilization targets. For overall funding required, see **‘Phase II Programme Document,’** page 38, **‘Budget Scenarios and Costs.’**

FFF will aim to secure full funding for Phase II as a whole by pursuing a step-wise approach, increasing investments gradually over time at global, regional and country levels with the aim to secure USD 96,583,977 by 2020. To achieve this, FFF will aim to increase its overall MUL contributions and maintain at least 50 percent of the share of Phase II funds as MUL contributions. FFF also aims to increase the overall share of bilateral grants and FAO’s FMM funding.

The FFF Management team will develop specific funding targets and milestones matched against major current funders and prospects. See section below **‘FFF strategic choices and plans to engage funders and build a strategic case for support’** (pages 12-25).

# FFF strategic choices and plans to engage funders and build a strategic case for support

To manage the challenges of securing funds on a large scale for Phase II, FFF will make the following strategic choices:

* using the Umbrella program, support and manage a combination of MUL, bilateral grants (projects) and FMM contributions to accommodate for a combination of funder types and sources;[[12]](#footnote-12)
* securing and mobilizing increased funding from government and multilaterals to build a reliable revenue base FFF Phase II core programs and services;
* increasing significantly the budget share of contributions coming from bilateral grants *(e.g. through direct engagement and responding to competitive calls-in partnership with FAO Forestry Department and FFF partners)* and FAO’s FMM as pathways to grow and achieve financial sustainability;
* focusing on achieving financial security of roughly the same scale for Phase I during Year 1 and progressively propel growth to meet ambitious funding targets to implement Phase II activities until 2022.

The recommendations below are geared toward pursuing the most likely existing and emerging funding opportunities from governments, multilaterals and US private foundations. Governments and multilaterals are the most appropriate matching sources of funding for FFF’s mission and ambitions. FFF has defined strategic choices and priorities for funder engagement below. The recommendations take into account the matching potential between FFF and the existing funding sources and funder motivations. A detailed work-plan for funder engagement from May to December 2017, including main steps and actions points is available in **Annex 1**. Taking learnings and results from 2017 engagement, FFF will then develop subsequent semester work plans to promote regular interactions with key funders and prospects to foster long term engagement and increased investments.

**Governments**

FFF will prioritize the pursuit of financial support from government funders, which can be categorized in three groups. First, FFF will work with governments with confirmed budget allocations, and instruments or financial mechanisms in place, to address a wide range of global challenges, in such areas as the environment, forestry, agriculture, food security, climate change, governance and economic development. These funders include Sweden, Finland, Germany, Canada, Belgium, the Netherlands and the EU, all of which have a track record of maintaining or growing development assistance over the last decade and whose commitments are expected to continue until 2022. Public support for ODA remains high in these countries. Since 2012, FFF has secured investments from Sweden and Finland, has extensive and successful experiences in project implementation and is well positioned to attract future funding. To maximize the use of existing FFF resources and increase chances of return on investments, FFF will focus major efforts on the eight funder agencies detailed below using strategies to connect, build relationships, leverage FFF’s partnership and brand, recognize funder investments and broker geographies. Currently, FFF partners count on existing relationships with funder decision makers, histories of collaboration and matching priorities with these agencies. FFF will aim to secure a minimum of US 60 million and up to US 110 million from a combination of funding, sources and instruments from the following funder agencies by 2020.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funding partner** | **Funding Objectives** | **Strategies and Tactics** | **Example Target Minimum in USD** | **Example Target Desired in USD** | **By Year** |
| **Sweden**  Swedish International Development Agency (Sida) | Maintain and secure a modest growth in funding level commitments for Phase II  Secure a MUL contribution | **Strategy Connector-** build explicit case on how FFF increased attention to women’s empowerment and climate change adaptation will contribute to Sida objectives- both key areas and emerging priorities in Sida’s global cooperation on food security and agriculture.  **Relationship Builder-** expand FFF contacts, decision makers and champions in Sida’s Department for International Organizations and Policy Support and Department for Partnerships and innovation- responsible for Sida global and thematic operations, as well as partnerships with multilaterals and international organizations.  **Partnership Lever-** leverage FFF partner efforts, including IUCN, IIED and AgriCord whom all receive support from Sida and bring partners more fully into discussions and negotiations. Showcase collaboration with other Sida funded partners, including We Effect.  **Investment Recognizer-** increase visibility and outreach of Sida investments and as ‘flaship’ funder for Phase I, elevating their role to serve as reference funding partner for Phase II.  **Geography Broker-** attract Sida support for both global activities but also discuss taking into account Sida priority countries in the final selection of Phase II countries.[[13]](#footnote-13) | 5 million | 10 million | 2017 |
| **Finland**  Ministry for Foreign Affairs of Finland | Maintain and secure a modest growth in funding level commitments for Phase II  Secure a MUL contribution | **Strategy Connector-** build case for support around eradication of poverty and inequality and the promotion of sustainable development. Specifically, focus on three of Finland’s development priorities (1) the rights and status of women and girls, (2) growth of developing countries' economies to generate more jobs, livelihoods and well-being, (3)food security, access to water and energy, and sustainable use of natural resources.  **Relationship Builder-** expand FFF contacts in Finland’s bilateral cooperation countries, including Zambia, Mozambique, Tanzania, Kenya, Ethiopia, Myanmar, Nepal and Vietnam.  **Partnership Lever-** leverage FFF partnership alliance, particularly showcase partnership with IUCN and AgriCord who receive framework or core support from Finland.  **Investment Recognizer-** increase visibility and outreach of Finland’s investments and as ‘flagship’ funder for Phase I, elevating their role to serve as reference funding partner for Phase II.  **Geography Broker-** develop a case for support that takes into account Finland’s priority countries.[[14]](#footnote-14) | 5 million | 10 million | 2017 |
| **Germany**  Federal Ministry for Economic Development and Cooperation (BMZ) | Secure continued funding from Germany but from new BMZ contribution;  Secure new funding through either MUL contributions or bilateral project agreement | **Strategy Connector-** build case for support to align with BMZ ‘One World, No Hunger’ initiative, specifically exploring a role for FFF to provide technical support and capacity building of FFPOs to complement the initiatives’ green innovation centers and work around soil rehabilitation in matching countries.  **Relationship Builder-** build network of contacts, decision makers and supporters in BMZ particularly in the Directorate General 1 (Policy issues of development cooperation; civil society, churches and private sector; rural development) and the GIZ International Forest Policy Group, which plays an influential and advisory role in overall decision-making around forestry-related work to BMZ.  **Partnership Lever-** leverage FFF partnership alliance, particularly collaboration with IUCN and AgriCord who have ongoing project collaboration or strong contacts with BMZ.  **Investment Recognizer-** increase visibility and outreach of previous German funded work and their return on investments, including funding from the Federal Ministry for Food and Agriculture (BMEL).  **Geography Broker-** develop a case for support that matches FFF countries to One World No Hunger Initiative countries. [[15]](#footnote-15) | 5 million | 10 million | 2018 |
| **Germany**  Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) | Secure continued funding from Germany but from new BMUB contribution;  Secure new funding through bilateral project agreement under BMUB’s International Climate Initiative (IKI) | **Strategy Connector-** align case for support to respond to BMUB International Climate Initiative (IKI) annual call for project outlines with FAO or IUCN as lead, specifically the initiative’s priority area on conserving national carbon sinks REDD+ (where restoration efforts sit) and supporting countries in their implementation of Nationally Determined Contributions (NDCs).  **Relationship Builder-** build network of contacts, decision makers and supporters within BMUB’s Directorate-General KI (Climate Policy, European and International Policy) and Directorate- General N (Nature Conservation and Sustainable Use of Natural Resources) where responsibility for forests and IKI sit as well as key decision makers; build contacts in the International Climate Initiative Programme Office managed by GIZ for assistance in project preparation and general advice.  **Partnership Lever-** leverage FFF partnership alliance, highlighting collaboration with FAO’s Forestry Department, IUCN and IIED-who work with BMUB.  **Investment Recognizer-** increase visibility and outreach of previous German funded work and their return on investments, including funding from the Federal Ministry for Food and Agriculture (BMEL).  **Geography Broker-** develop a case for support that contributes to annual priority countries from IKI call. Current interest for IKI 2017/2018 call includes countries, Philippines, Mexico, South Africa, Brazil and China. | 10 million | 15 million | 2018 |
| **Canada**  Global Affairs Canada (GAC) | Secure new financial commitment from GAC for MUL contribution | **Strategy Connector-** build case for support aligned to GAC priorities on inclusive, sustainable and green growth, women’s empowerment, contribution to achieving the SDGs, and reducing barriers to trade.  **Relationship Builder-** build and expand network of contacts and supports in GAC, including International Affairs, Multilateral Relations Division, Food Security-Global Programs and Initiatives (MSF), Public Financial Management and Natural Resources Specialists (MES), Global Issues and Development Branch (MFM), among other working on forestry issues, food security and managing collaboration with multilaterals.  **Partnership Lever-** leverage FFF partnership alliance, particularly links with IUCN (who works with the International Development Research Centre and the Department of Environment and Climate-Canada).  **Investment Recognizer-** work closely with FAO’s Technical Cooperation Department and Liaison office in Washington D.C to highlight GAC’s contribution to FAO for Humanitarian work.  **Geography Broker-** develop a case for support around specific Caribbean or country work matching priority countries.[[16]](#footnote-16) | 10 million | 20 million | 2018 |
| **Belgium**  Directorate General for Development Cooperation and Humanitarian Aid (DGD | Working closely with AgriCord, secured new financial commitment from DGD through AgriCord;  Secure MUL or project contribution | **Strategy Connector-** build case for support aligned to Belgium priorities on fostering the participation of farmers in markets and value chains, contributing to good governance and supporting research and innovation. Highlight overall contributions to SDGs, crosscutting themes around nutrition, gender equality and women’s empowerment, and sustainable agriculture and overall commitment to monitoring evaluation and learning-all key areas for Belgium.  **Relationship Builder-** build and expand network of contacts and funder decision makers in relevant directorates in DGD, including the Geographical Directorate (D1), Thematic Directorate (D2) and the Civil Society Directorate (D3).  **Partnership Lever-** leverage FFF partnership alliance, particularly links with AgriCord and FAO and the Committee of World Food Security (CFS)-of which Belgium strongly supports.  **Investment Recognizer-** work with AgriCord to increase visibility and outreach of their activities and involvement in FFF Phase I and complementary partnership between AgriCord and FFF.  **Geography Broker-** propose specific project work to respond to DGD priority countries [[17]](#footnote-17) | 10 million | 20 million | 2018 |
| **EU**  European Commission Development Directorate (EC DEVCO) | Secure new EC DEVCO funding through the Global Public Goods and Challenges Program (GPGC)  Secure multiple contributions through MUL or bilateral project agreements | **Strategy Connector-** build case for support to three Flagships in GPGC in addition to FLEGT, these include -Flagship 2. Biodiversity for Life Initiative (B4LIFE) – An ecosystem-based approach for economic growth, climate change mitigation and adaptation, food security and good governance; Flagship 7. Trade integration for green and inclusive growth; Flagship 8. EU initiative on pro-poor land governance.  **Relationship Builder-** build contacts and network of supporters in EC DEVCO C (Sustainable Growth and Development), specifically C1 (Rural Development, Food Security, Nutrition) and C2 (Environment, Ecosystems, Biodiversity and Wildlife) managing relevant GPGC flagships and overall work around forests, agriculture and smallholder farmers.  **Partnership Lever-** leverage FFF partnership alliance,particularly EU’s long term and growing support to FAO and EU-FAO-FLEGT program, as well as support to IUCN, IIED and AgriCord.  **Investment Recognizer-** identify major achievements and return of investments from EC DEVCO in FAO’s National Forest Program (NFP), predecessor to FFF.  **Geography Broker-** identify matching countries of interest based on selection of matching countries from FFF and EU priorities. | 10 million | 15 million | 2018 |
| **Netherlands**  Directorate-General for International Cooperation (DGIS) | Working closely with AgriCord secure new funding from DGIS through a direct contribution to AgriCord and or FAO  Secure a contribution through the MUL or bilateral project agreement with AgriCord | **Strategy Connector-** build case for support with FFF matching work around food security and specifically making markets more efficient by removing barriers to national, regional and world trade, investing in a better business climate to promote private sector investments, equality for women worldwide. Focus on climate as an International Public Good including mitigation (committed to preventing deforestation) and adaptation in relation to water and agriculture a growing area of support within the Netherlands development cooperation policy.  **Relationship Builder-** build network of contacts, decision makers and champions in relevant DGIS offices, including Office for International Cooperation (BIS), Social Development Department (DSO), and Sustainable Economic Development Department (DDE).  **Partnership Lever-** leverage FFF partnership alliance, particularly FAO and AgriCord.  **Investment Recognizer-** work with AgriCord to increase visibility and outreach of their activities and involvement in FFF Phase I and complementary partnership between AgriCord and FFF.  **Geography Broker-** propose FFF activities in target DGIS countries including aid (development assistance), transitional (increase market access and business climate) and trade (relationship that benefits both parties).[[18]](#footnote-18) | 5 million | 10 million | 2018 |
| **Total** | | | **60 million** | **110 million** |  |

As second priority, FFF will target funding from other governments that are major providers of ODA, including Norway, the UK, the Netherlands, Switzerland, France and the USA. While ODA volumes coming from these DAC countries have either remained steady or grown over the past decade, changes in government have had important impacts on shifting priorities and geographies. FFF will continue to target major sources of funding from these governments, but will need to follow closely and navigate with caution changing conditions in politics or government priorities that could adversely affect FFF’s ability to secure new investments. FFF partners will be instrumental in pursuing strategies and engagement with these key funding agencies, including leading efforts when chances for success are higher. FFF aims to secure a minimum of USD 17.7 million and up to USD 40.5 million by 2020 from a combination of funder agencies and sources below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funding partners** | **Funding Objectives** | **Strategies and Tactics** | **Example Target minimum in USD** | **Example Desired funding target in USD** | **By Year** |
| **Norway**  Norwegian Agency for Development Cooperation (Norad) | Secure first contribution from Norway to the FMM, MUL or through a bilateral project agreement | **Strategy Connector-** work closely with FAO’s TCIS and FAO’s Strategic Objective 3 (Reducing Poverty) to build case for support under ongoing discussions with Norway to contribute investments into the FMM. In parallel consider building a case for support to potentially contribute to Norway’s new fund under the umbrella of the Tropical Forest Alliance 2020, which aims to bring together leaders of public institutions and private companies to ferret out deforestation from supply chains.  **Relationship Builder-** build network of contacts, decision makers and champions within relevant departments at Norad, including the Department for Climate, Energy and Environment and the Department for Economic Development, Gender and Governance.  **Partnership Lever-** leverage FFF partnership alliance, particularly FAO and IUCN with strong ties to Norway as Framework Partner  **Investment Recognizer-** if Framework funding from Norway to IUCN supports their FFF activities, identify major achievements and return of investments from Phase I to inform outreach efforts  **Geography Broker-** propose collaboration to support Norad priority countries[[19]](#footnote-19) | U 5 million | 10 million | 2019 |
| **UK**  Department for International Development (DFID) | Secure first contribution from DFID to the MUL or through a bilateral project agreement | **Strategy Connector-** develop funding proposition that builds on the *‘Small but many is big’* effort highlighting major assessment areas of importance to DFID’s first ever economic development strategy, including commercial agriculture, breaking down binding constraints to growth — including energy provision, financial infrastructure and improving economic corridors. Frame case for support along major evaluation criteria from DFID to deliver on Strategic Objectives, including achieving the Global Goals and improving resilience and response to crises; partnerships to achieve international development outcomes; focus on gender, climate-smart development and resilience to disasters and other climate shocks; geography and resources; performance in fragile states.  **Relationship Builder-** build network of contacts, decision makers and champions within relevant departments at DFID, including Economic Development, Trade for Development, International Relations Division, among other.  **Partnership Lever-** leverage FFF partnership alliance, particularly with IIED and FAO and renewed investment from DFID on FAO Strategic Objectives (SOs).[[20]](#footnote-20)  **Investment Recognizer--** identify major achievements and return of investments from EC DEVCO in FAO’s National Forest Program (NFP), predecessor to FFF.  **Geography Broker-** propose FFF activities in target DFID countries[[21]](#footnote-21) | 5 million | 10 million | 2019 |
| **Switzerland**  Swiss Development Cooperation (SDC) | Secure first contribution through the MUL or bilateral project agreement | **Strategy Connector-** build case for support to contribute to SDC’s Global Program on Food Security: sustainable agriculture production and innovation; ensuring access to natural resources; access to sufficient food and balanced nutrition; broad based standards; support for SDGs.  **Relationship Builder-** build network of contacts, decision makers and champions within the Global Program on Food Security as well as Global Program on Climate Change (were collaboration on forestry sits).  **Partnership Lever-** leverage FFF partnership, with FAO not a priority UN partner focus on existing SDC links with IUCN and AgriCord**.**  **Investment Recognizer-** work with IUCN and AgriCord to increase visibility and outreach of their activities and involvement in FFF Phase I.  **Geography Broker-** propose FFF activities in SDC priority countries.**[[22]](#footnote-22)** | 3 million | 5 million | 2019 |
| **France**  Agence Française de Développement (AFD) | Secure new funding from AFD through a bilateral agreement | **Strategy Connector-** build a case for support through triangular collaboration led by AgriCord with IFAD, SDC and AFD as main funders, focused on building capacity of regional and national FFPOs, that builds on ongoing collaboration between AgriCord and AFD through the program *“The Support to Farmers’ Organizations in Africa Programme.”*  **Relationship Builder-** build and expand the network of contacts and supports in AFD’s Agriculture, Rural Development and Biodiversity Division.  **Partnership Lever-** leverage FFF partnerships, using AgriCord as entry point for supportand leader.    **Investment Recognizer-** work with AgriCord to increase visibility and outreach of their activities and involvement in FFF Phase I and complementary partnership between AgriCord and FFF.  **Geography Broker-** propose collaboration in key AFD countries with strong loan operationsand demand for FFF’s work. | 2.5 million | 5 million | 2019 |
| **USA**  United States Department for Agriculture (USDA)/through United States Department of State (DOS) | Maintain and increase funding from USDA to MUL | **Strategy Connector-** working closely with FAO’s Technical Cooperation Division, build case for continued and growing support from USDA within the USA overall contributions to FAO Strategic Objectives and specifically their support for climate smart agriculture and natural resource management as one of the main US agencies supporting FAO.[[23]](#footnote-23)  **Relationship Builder-** build network of contacts and supporters within USDA’s Office of the General Council (OGC), specifically Divisions on International Affairs, Food Assistance, and Farm and Rural Programs and Natural Resources and Environment.  **Partnership Lever-** leverage FFF partnership, particularly build synergies and links with the Global Alliance on Climate Smart Agriculture(GACSA) for which FAO hosts the Secretariat and co-convenes the GACSA’s Knowledge Action Group.  **Investment Recognizer-** increase visibility and outreach of USDA investments as major funder in Phase I.  **Geography Broker-** propose support for global activities and build synergies in countries with United States Forest Service (USFS) activities**.** | 200,000 | 500,000 | 2017 and annually thereafter |
| **USA**  United States Agency for International Development (USAID) | Explore new funding from USAID for MUL contribution or bilateral agreement | **Strategy Connector-** build case for support to contribute to USAID’s global hunger and food security initiative, Feed the Future supported by the 2016 US Global Food Security Act-is considered to be a stable program to continue. Showcase specifically how FFF’s work will contribute to core objectives of the initiative, including capacity building for sustainable development and empowering women as vital for agricultural growth.  **Relationship Builder-** build a network of contacts and supporters in relevant USAID Bureaus, including the Bureau of Food Security (BFS)-responsible for implementing the Feed the Future initiative, and the Bureau for Economic Growth, Education and Environment (E3).  **Partnership Lever-** leverage FFF partnership, specifically under FAO cooperation at institutional levels.  **Geography Broker-** propose collaboration in Feed the Future countries.[[24]](#footnote-24) | 2 million | 10 million | 2018 |
| **Total** | | | **17.7 million** | **40.5 million** |  |

Lastly, FFF will closely monitor changes in development policies in countries such as Australia, Korea, and Japan, which at various times have provided important budget allocations to programs on forests, land tenure, food security, agriculture and climate change.

|  |  |
| --- | --- |
| **Funding partners** | **Objectives, Strategies and Tactics** |
| **Australia**  Department for Foreign Affairs and Trade (DFAT) | Working closely with FAO’s Technical Cooperation Division and FFF partners, establish contacts with DFAT relevant teams, including the Multilateral and Finance Division (MDD) and the regional divisions. Australia's aid investments in agriculture, fisheries and water are intended to “promote prosperity, reduce poverty and enhance stability” through contributions to both private sector development and human development.  Build a case for FFF’s work to contribute to DFAT priority areas around: agriculture, fisheries and water and gender equality and empowering women and girls focused on matching FFF and DFAT priority countries.[[25]](#footnote-25)  Engage in discussions with DFAT to explore collaboration and financing for Phase II within the framework of Australia’s contribution to FAO cooperation programs, main modality for Australia support to FAO led projects. |
| **Korea**  Korea International Cooperation Agency (KOICA) | Working closely with FAO’s Technical Cooperation Division and FFF partners, establish contacts in Korea’s Ministry of Foreign Affairs and KOICA’s Vice President for Global Program (including department for multilateral cooperation and humanitarian assistance) and Vice President for Social Economic Development ( including Social Development Department, Economic Development Department).  Build a case for FFF’s work to contribute to KOICA’s Rural and Agriculture Development Mid-Term Strategy (2016-2020, specifically its three main strategic objectives around and arrange engagements sustainable production and expanding market access, inclusive regional development and strengthened capacity of natural resource conservation coping with climate change, focused on priority countries.[[26]](#footnote-26)  Design engagement for discussion and interaction, including inviting Korean Embassy or KOICA representatives to major FFF events, engaging Korean delegation within contribution discussions with FAO, among other. |
| **Japan**  Japan International Cooperation Agency | Working closely with FAO’s Technical Cooperation Division and FFF partners, establish contacts in Japan’s Ministry of Foreign Affairs and JICA offices responsible for multilateral assistance and thematic programs.  Build a case for FFF’s work to contribute to JICA’s Agriculture and Rural Development Activities, including sustainable agricultural production and promoting vitality in rural areas, as well as Gender and Development Activities.  Design engagement for discussion and interaction, including inviting Ministry of Foreign Affairs from Japan, Embassy Representatives and JICA representatives to major FFF events, engaging Japan’s delegation within contribution discussions with FAO, among other. |

**Multilaterals**

The UN, the World Bank and 200 other multilateral agencies and global funds receive about one third of total ODA. When including earmarked funding provided to multilaterals, this goes up to two fifths. The scale at which the multilateral system is used reflects donors’ views of it as an important channel of development cooperation. FFF will capitalize on being hosted at FAO to increase and deepen investments from current FFF funders and prospects, as well as work closely with IUCN, to develop a strategic case and associated project proposals to the Global Environmental Facility (GEF) and Green Climate Fund (GCF). In addition, FFF will target IFAD as potential funder. **FFF aims to secure a minimum of US 19 million and up to US 21.5 million from a combination of the funder agencies below by 2020.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funder** | **Objectives** | **Strategies and tactics** | **Example Funding Target Minimum in USD** | **Example Funding Target Desired in USD** | **By year** |
| **Green Climate Fund (GCF)** | Position FFF well in upcoming GCF funding cycle and integrate FFF activities in major FAO and IUCN led projects | Plan and design FFF role in FAO or IUCN led projects to be submitted to GCF for programme or project funding proposals in where FFF can provide a comparative advantage in major assessment criteria, including impact potential, paradigm shift potential, sustainable development potential, and country ownership) in particular Least Developed Countries (LDCs), Small Island Developing States (SIDS), and African States. | 10 million | 15 million | 2019 |
| **Global Environmental Facility (GEF)** | Secure role for FFF in The Restoration Initiative (TRI) funded by GEF, managed by IUCN, FAO and UNEP  Position FFF well in upcoming GEF 7 funding cycle and integrate FFF activities in major FAO and IUCN led projects | Secure role in at least one of ten[[27]](#footnote-27) child projects under the initiative to be implemented in with the aim to determine critical landscapes, policies, financial mechanisms, and partnerships at the center of these countries’ restoration efforts.  Build a case for involvement in the Tanzania project led by UNEP with CIFOR as implementing agency and in the Myanmar project led by IUCN to support project design and implementation of restoration initiatives and capacity development of FFPOs involved in restoration efforts.  Work closely with FAO’s GEF unit in the Technical Cooperation Division and with IUCN to integrate a role for FFF in future led FAO and IUCN led projects under the GEF’s ‘impact programs’[[28]](#footnote-28)-potentially related to landscape restoration, food systems, and agricultural commodities supply chain in countries where FFF has strong baselines, a broad and strong network of government, FFPO and civil society partners. | 1 million  *(for GEF 6 TRI)*  6 million  *(for GEF 7)* | 1.5 million | By 2017 |
| **International Fund for Agricultural development (IFAD)** | Secure bilateral project grant | Working closely with AgriCord, a long term partner to IFAD, to build a case for IFAD support for Phase II, on activities that are complementary to IFAD regional grants focusing on building capacity of regional and national FFPOs.  Leverage FFF presence in Rome to build relationships with IFAD’s Programme Management Department (PMD), including relevant geographical divisions and the Environment and Climate Division (ECD) and attract commitment through regular and continuous dialogue and engagement. | 2 million | 5 million | 2018 |
|  |  | **Total** | **19 million** | **21.5 million** |  |

**US and European foundations**

Philanthropic foundations have made important contributions to development, particularly in agriculture, family planning and infectious diseases control. Foundations can be far less risk averse than governments, which invest public funds, or the private sector, which must answer to shareholders. The most effective interventions have been long-term investments that were based on vision and sound scientific understanding, and were well integrated with local capacities. While the international community has increasingly paid attention to the private sector, including private philanthropy, at present, comprehensive and up-to-date data and sources of information on the extent to which global private philanthropy contributes to development are lacking. FFF does not have a track record of securing funding from US or European foundations, the main players globally in philanthropic foundation funding. While in the past FFF has not received major contributions from foundations, its strategic partners, IUCN and IIED are currently grantees of major US and European foundations. These partners are well positioned to lead efforts for exploring potential areas for collaboration with private foundations in the US and Europe.

|  |  |  |
| --- | --- | --- |
| **Funder** | **Objectives** | **Strategies and tactics** |
| **Bill and Melinda Gates Foundation** | Pave the way to secure a bilateral project contribution | **Strategy Connector-** develop case for support to contribute to the Foundation’s Agricultural Development Initiative, one of the largest initiatives run by the Foundation focused on agricultural development to increase farm productivity, build capacity of local farmers, and foster sustainable agricultural practices. Respond to areas of focus including: agricultural policies, livestock, access and markets systems and strategic partnerships and advocacy.  **Relationship Builder-** build and expand network of contacts and supporters in the Foundation’s Global Development Division.  **Partnership Lever-** leverage FFF partnership to develop an alliance with existing Foundation grantees matching FFF mission and values, for example the Alliance for a Green Revolution in Africa (AGRA), and make joint request through direct solicitation or discussion.  **Geography Broker-** propose work in matching countries to the Foundation’s focus in sub-Saharan Africa and South Asia. |
| **Climate Change and Land Use Alliance (CLUA)** | Pave the way to secure a bilateral project contribution | **Strategy Connector-** develop case for support to contribute to CLUA’s Global Initiative (currently a new strategy under development on future priorities) specifically aligning FFF’s work to the initiatives objectives on improving the rights of indigenous peoples and other local communities to forest resources, including FFPOs representation in international processes/multi-stakeholder platforms.  **Relationship Builder-** build networks of contacts in the Alliance, including the Management, Initiative Coordinators, Program Teams and the Board, and with the Alliance’s collaborative foundations, including Ford Foundation, Climate Works Foundation, the David and Lucile Packard Foundation and the Gordon and Betty Moore Foundation.  **Partnership Lever-** leverage FFF partnership and Alliance foundation links with IUCN and IIED.    **Geography Broker-** propose support for global work as well as in Brazil, Indonesia, Mexico and Central America (when new priorities in next strategy become clearer). |

# Annex 1. Workplan- Engagement of major current funders and top prospects (May-Dec 2017)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Target Funder** | **Recent engagement** | **Priorities and action points** | **Timeline** | **Lead FFF partner** | **Responsible to lead** | **Indicators of success and or advancements in funding discussions** | **FAO TCS Focal Point** |
| **Priority Government Funders** | | | | | | |  |
| **Sida** | Submitted Phase II Project Document, with justification for continued MUL contribution from Sida for Phase II (May) and shared flyer for Phase II | Close dialogue with Emilie Göransson, focal point at Sida, to ensure they have the information they need for their review of Phase II proposal in June *(e.g conference call, emails, bilateral meeting in sidelines of the ETFAG meeting)*  Accompany Sida to field visit in Liberia to showcase FFF action on the ground, progress, challenges and potential for scaling up work  Engage Sida at ETFAG meeting in Bonn and acknowledge their instrumental financial role for Phase II  Present FFF achievements within annual bilateral meeting between Sida and FAO at FAO HQ  Present achievements of Phase I and plans for Phase II to Sida audience at Sida Headquarters  Engaging on a regular basis for consistent reporting on the impact of investments, updating on fundraising efforts, and coordinating investment approaches  FFF and FFF partners websites and other outreach products recognize contribution from Sida and other major funders (e.g website features infographics that recognize major funders) | May/June  June/July  June 12-13  June  November  Ongoing  Ongoing | FAO  FAO  FAO, IUCN, IIED  FAO  FAO, IUCN and IIED  FAO  FAO and partners | **Jeff Campbell –overall engagement and negotiation with backstopping from Sophie Grouwels**  Sophie- coordinate visit  Jeff, IUCN, IIED  Jeff with support from Marguerite FranceLanord Maria DeCristofaro (Outreach team in Forestry Department) coordinating with FAO TCS  Jeff, Sophie, IUCN and IIED  Jeff, Sophie bringing in partners on various occasions  Marguerite FranceLanord and communication focal points in FFF partner organizations | Secure MUL contribution by July-at least 2 years funding  Visit reassures Sida of investments for Phase II  Informal insights on process and funding potential  Showcase FFF’s work, achievements and plans for Phase II  Help build champions in Sida for further support  Sida reassured of FFF’s on securing other funding  Sida receives visibility and acknowledgement of investments | Sweden, Nadine Valat-  [Nadine.Valat@fao.org](mailto:Nadine.Valat@fao.org) |
| **Ministry for Foreign Affairs of Finland** | Submitted Phase II Project Document, shared flyer Phase II, ensured FAO presence at UNFF Women’s event organized by Finland | Close dialogue with Suvikki, main focal point at Ministry, to ensure they have the information they need for their review of top up funding for Phase I 2017 activities and Phase II proposal  Present FFF achievements at ETFAG meeting and give visibility and acknowledgement for Finland’s contribution; organize bilateral meeting with Finland representative at ETFAG to brief on Phase I achievements and potential Phase II results  Showcase FFF capacity and build supporters at the World Farmers Organization 2017 General Assembly 2017 in Helsinki  Present achievements of Phase I and plans for Phase II to Ministry and Finnish partners audience at Ministry Headquarters in Helsinki  Engaging on a regular basis for consistent reporting on the impact of investments, updating on fundraising efforts, and coordinating investment approaches  FFF and FFF partners websites and other outreach products recognize contribution from the Ministry and other major funders (e.g website features infographics that recognize major funders) | Ongoing  June  June  October  Ongoing  August -ongoing | FAO  FAO, IUCN and IIED  FAO  FAO, IUCN, IIED and AgriCord  FAO  FAO and partners | **Jeff with backstopping from Jhony Zapata Andia**  Jeff, IUCN and IIED  Sophie  Jeff, IUCN, IIED and AgriCord  Jeff bringing in partners on various occasions  Marguerite FranceLanord and communication focal points in FFF partner organizations | Finland confirms funding for 2017 and continued support  Presentation and bilateral meeting reassures Finland of continued support; helps build network of contacts and ‘champions’  WFO and representatives from the Ministry of Foreign Affairs show interest to collaborate with FFF  FFF team expand network of contacts and supporters  Ministry reassured that FFF working hard to bring on board other funders for Phase II    Ministry receives visibility and acknowledgement of investments | Finland, Giulia DeRobert- [Giulia.DeRobert@fao.org](mailto:Giulia.DeRobert@fao.org) |
| **BMZ-Germany** | Bilateral meeting with BMZ main contact in sidelines of AgriCord General Assembly (May) | Raise the profile FFF’s work, achievements, and future plans during the 2017 ETFAG (EU funders) meeting hosted by BMZ and the GIZ International Forest Policy Group  Initiate bilateral discussion with BMZ on potential contributions to One World, No Hunger Initiative  Engage GIZ International Forest Policy Group as playing key advisory role to BMZ to secure their interest and ‘championing’ of FFF and informal insights into BMZ initiative  Continuous engagement *(e.g. email, conference calls, visits, face to face meetings etc.)* to advance discussions and work towards negotiating a role for FFF in the One World, No Hunger initiative or other opportunities as they arise  Work closely with TCS (focal point) for FAO within the Global Rural Platform for Rural Development (GRPRD) to position FFF’s work in the Platform’s relevant working groups *(e.g. land governance, agribusiness and trade, gender and climate change)* | June  June (in sidelines of ETFAG)  June (in sidelines of ETFAG) and continued dialogue  June-December  Ongoing | FAO  FAO  FAO  FAO  FAO | **Jeff with backstopping from Jhony**  Jeff, IUCN and IIED  Jeff leading with contributions from partners  Jeff leading with contributions from partners  Jeff, Jhony | Attracts interest and engagement from major EU funders  Interest from BMZ to continue dialogue  Gain insights and guidance to best approach BMZ for support  Secure role in BMZ initiative  Contribute to GRPRD through FAO membership; FFF profile raised among GRPRD members[[29]](#footnote-29) | Germany, Caroline Von Gayl- [Caroline.VonGayl@fao.org](mailto:Caroline.VonGayl@fao.org) |
| **BMUB-Germany** | None | Position FFF for the 2017/2018 call for project outlines to be issued by BMUB’s International Climate Initiative (IKI)[[30]](#footnote-30)  Working closely with FAO’s Forestry Department and FFF partners, design a competitive project to respond to the IKI call focused on forest landscape restoration and capacity development of FFPOs at regional and country levels | June-August  June-August | FAO or IUCN  FAO | **Jeff leads with backstopping from Jhony**  Jeff leads with contributions from FAO Forestry Department and FFF team/partners | Informal feedback from BMUB positive on project design and approach  Project outline is competitive and is successfully meets deadline | Germany, Caroline Von Gayl- [Caroline.VonGayl@fao.org](mailto:Caroline.VonGayl@fao.org) |
| **GAC-Canada** | Shared Phase II project document and flyer; requested follow up meeting from November 2016 visit to GAC | Working closely with FAO’s TCS, FAO liaison office in D.C. and the FAO MesoAmerica Regional Office, develop and present case for support of FFF activities in key GAC priority countries at GAC HQ  Maintain funder relationship and funder stewardship by growing existing relationship and developing opportunities for FFF to contribute to GAC 2017-2018 priorities in key countries | July/August/September  Ongoing | FAO  FAO | **Jeff with backstopping from Jhony, working closely with Marguerite and Forestry Department Outreach team**  Jeff and FFF team and partners | GAC supportive and open to continue discussions for funding  GAC commits support to FFF Phase II in selected countries | Canada, Julio [Worman-Julio.Worman@fao.org](mailto:Worman-Julio.Worman@fao.org) |
| **DGD- Belgium** | Bilateral meeting with DGD main contact in sidelines of AgriCord General Assembly (May) | Engage DGD at the ETFAG (funders meeting) to learn more about DGD priorities and gain insights that will help FFF partnership build a case for support  Working closely AgriCord develop and present case for support of FFF activities in key DGD priority countries at DGD HQ  Working closely with FAO’s TCS and AgriCord, maintain funder relationship and funder stewardship by growing existing relationship and developing opportunities for FFF to contribute to DGD priorities in key countries | June  September  Ongoing | FAO  AgriCord and FAO  AgriCord | **Jeff with backstopping from Sophie working closely with IUCN, IIED attending ETFAG**  Jeff with backstopping from Sophie, AgriCord  Jeff with backstopping from Sophie, AgriCord | Gain informal insights on DGD priorities/follow up  DGD open to continue funding dialogue  DGD commits to supporting FFF Phase II with agreement led by AgriCord | Belgium, Manuel Anta- [Manuel.Anta@fao.org](mailto:Manuel.Anta@fao.org) |
| **EC DEVCO** |  | Working closely with FAO’s EU-FAO-FLEGT programme, ensure negotiations currently under funding consideration advance and agreement is signed  Working closely with AgriCord initiate discussions for collaboration with DEVCO C1 (Rural Development, Food Security and Nutrition) by presenting case for support at DEVCO HQ  Maintain funder relationship and funder stewardship by growing existing relationship with DEVCO C1 and new relationship with C2 and developing opportunities for FFF to contribute to EU GPGC | June-July  June  Ongoing | FAO  FAO and AgriCord  FAO | **Jeff with backstopping from Sophie**  Jeff with backstopping from Sophie, AgriCord  Jeff with backstopping from Sophie, AgriCord | Agreement with EC DEVCO signed  DEVCO C1 interest in supporting Phase II, open for further discussion  DEVCO C1 and C2 commit to supporting Phase II activities | European Union, Marlena Samartzido, Giulio Cataldi, Federico Cirilli |
| **DGIS- Netherlands** | Bilateral meeting | Engage DGIS at the ETFAG meeting to learn more about DGIS priorities and gain insights that will help FFF partnership to build a case for support  Working closely AgriCord develop and present case for support of FFF activities in key DGIS priority countries at DGD HQ  Maintain funder relationship and funder stewardship by growing existing relationship with DGIS and developing opportunities for FFF | June  November  Ongoing | AgriCord  FAO  AgriCord | **Jeff with backstopping from Sophie, AgriCord**  Jeff, IUCN, IIED attending ETFAG  Jeff with backstopping from Sophie, AgriCord | Gain informal insights on DGIS priorities and navigating discussions  DGIS interested in supporting Phase II  DGIS commits to supporting Phase II through partnership led by AgricCord | Netherlands, Giulia DeRobert- [Giulia.DeRobert@fao.org](mailto:Giulia.DeRobert@fao.org) |
| **Other Top Prospects Governments, Multilaterals and Foundations** | | | | | | |  |
| **DFID-UK** | None | Working closely with FAO’s TCS and the EU-FAO-FLEGT programme, monitor internal developments and changes at DFID closely, to identify opportunities and challenges for engaging in funding discussions | Ongoing | FAO and IIED | **Jeff with backstopping from Sophie, working closely with IIED** | Gage if opportunities to explore collaboration feasible within 2017 or best to initiate in 2018 | United Kingdom, Vanja Maslovarik, [Vanja.Maslovarik@fao.org](mailto:Vanja.Maslovarik@fao.org) |
| **SDC-Switzerland** | None | Engage SDC at the ETFAG meeting to learn more about SDC priorities and gain insights that will help FFF partnership to build a case for support  Working closely AgriCord develop and present case for support of FFF activities in key SDC priority countries at SDC HQ  Maintain funder relationship and funder stewardship by growing existing relationship with SDC and developing opportunities for FFF  Work closely with TCS (focal point) for FAO within the Global Rural Platform for Rural Development (GRPRD) to engage SDC through Platform collaboration | June  October  Ongoing  Ongoing | FAO, IUCN and IIED  FAO and AgriCord  FAO and AgriCord  FAO | **Jeff with backstopping from Sophie, FFF partners**  Jeff with backstopping from Sophie, FFF partners  Jeff with backstopping from Sophie, FFF partners  Jeff | Gain informal insights on SDC global food security programme priorities, current funding situation, outlook  SDC interested in FFF case with AgriCord as lead  Same as above    SDC considers FFF as partner of choice within GRPRD | Switzerland, Manuel Anta- [Manuel.Anta@fao.org](mailto:Manuel.Anta@fao.org) |
| **USDA-USA** | Bilateral meeting in March to discusss Phase II | Engage USDA on a regular basis for consistent reporting on the impact of investments, updating on fundraising efforts, and coordinating investment approaches  Working closely with FAO’s TCS, maintain funder relationship and funder stewardship under the US-FAO collaboration to develop future opportunities | June-September  Ongoing | FAO  FAO | **Jeff with backstopping from Jhony**  Jeff with backstopping from Jhony | USDA confirms MUL contribution for 2017 at same levels or increased  USDA expresses interest for continued support in 2018 and beyond | USA, Nadine Valat- [Nadine.Valat@fao.org](mailto:Nadine.Valat@fao.org) and Dan Dan Xu- [DanDan.Xu@fao.org](mailto:DanDan.Xu@fao.org) |
| **USAID-USA** | Bilateral meeting with USAID Global Climate Change Team and sharing of Phase II proposal | Working closely with FAO’s TCS, FAO Liaison Office in D.C. and FAO MesoAmerica Regional Office, explore potential areas for collaboration with the Bureau of Food Security and the Feed the Future initiative, including an initial discussion at USAID HQ  Build and maintain funder relationship and funder stewardship by supporting existing relationship with FAO and developing opportunities for FFF as US development assistance and USAID priorities become clearer | June-September  Ongoing | FAO  FAO | **Jeff with backstopping from Jhony**  Jeff with backstopping from Jhony | USAID open for dialogue on Phase II  USAID expresses interest to support | USA, Nadine Valat- [Nadine.Valat@fao.org](mailto:Nadine.Valat@fao.org) and Dan Dan Xu- [DanDan.Xu@fao.org](mailto:DanDan.Xu@fao.org) |
| **KOICA-Korea** | None | Working closely with FAO’s TCS and IUCN, build and establish contacts at KOICA relevant departments (see pg. 22 on KOICA strategies and tactics)  Invite KOICA in country representatives in Tanzania, a priority country for KOICA, to regional workshop and arrange first bilateral meeting to explore areas for collaboration  Invite KOICA in country representatives in Myanmar, a priority country for KOICA, to regional workshop and arrange first bilateral meeting  Working closely with FAO’s TCS, build funder relationship and funder stewardship by growing existing relationship with KOICA and developing opportunities for FFF | June  September  November    Ongoing | FAO  FAO  FAO  FAO | Jeff with backstopping from Jhony  Jeff with backstopping from Sophie  Jeff with backstopping from Jhony  Jeff with backstopping from Jhony | TCS and IUCN committed to work closely on engaging with KOICA  KOICA interested in FFF’s work/ open to further funding dialogue  Same as above    KOICA considers FFF as partner of choice; expresses s interest to fund Phase II in key KOICA selected countries | Korea, Yukiko Sawa, [Yukiko.Sawa@fao.org](mailto:Yukiko.Sawa@fao.org) |
| **GEF** | None | Secure a role for FFF in GEF 6 TRI initiative for child project in Tanzania led by UNEP-CIFOR  Meet with GEF units in FAO and IUCN and get up to speed on the GEF 7 funding cycle priorities and funding allocations on matching countries of interest  Working closely with GEF teams at FAO and IUCN and relevant technical and geographical teams in both organizations, explore options to incorporate FFF work in projects under development or consider leading new projects | July-September  August- December  August-December | FAO  FAO and IUCN  FAO and IUCN | **Jeff with backstopping from Jhony and Sophie**  Jeff with backstopping from Jhony and Sophie, and partners  Jeff with backstopping from Jhony and Sophie, and partners | FFF role in child project and associated budget  FFF plays leading role in selected GEF 7 projects  FFF main partner in major FAO and IUCN projects | TCI Director, [TCI-Director@fao.org](mailto:TCI-Director@fao.org) |
| **GCF** | None | Meet with GCF units (or teams/offices responsible) in FAO and IUCN and get up to speed on the GCF pipeline of projects under development or with institutional support for being developed  Working closely with GCF teams at FAO and IUCN, and relevant technical and geographical teams in both organizations, explore options to incorporate FFF work in projects under development or consider leading new projects in countries where FFF has strong presence and demand | June-August  Ongoing | FAO and IUCN  FAO and IUCN | **Jeff with backstopping from Jhony and Sophie, IUCN**  Jeff with backstopping from Jhony and Sophie, IUCN | FFF plays leading role in selected GEF 7 projects  FFF main partner in major FAO and IUCN projects |  |
| **Gates Foundation** | None | Working closely with FAO’s TC, AgriCord, IUCN and IIED, engage with existing Gates Foundation grantees (e.g. AGRA or other) to explore potential areas of collaboration under Phase II  Identify potential engagement opportunities with the Foundation, whether by exploring the Foundation’s UK based global office and or a relevant platform with Foundation participation  Once contacts are established and/or partnerships with existing grantees, develop a case for support that matches FFF with Foundation priorities (see pg.24 on Gates Foundation) | Ongoing  Ongoing  Ongoing | FAO and partners  FAO and partners  FAO and partners | **Jeff with backstopping from Jhony and Sophie, all FFF partners**  Jeff with backstopping from Jhony and Sophie, all FFF partners  Jeff with backstopping from Jhony and Sophie, all FFF partners | Grantees willing to approach Gates Foundation together for joint activities under FFF  Engage Foundation contacts successfully  Foundation willing to open dialogue for cooperation | \*No focal point available |
| **CLUA** | None | Working closely with IUCN and IIED, mobilize contacts in CLUA foundation partner organizations, including Ford Foundation and others, to gain informal insights on how best to approach CLUA for collaboration and latest knowledge on future CLUA global and country strategies for Mexico, Indonesia, other  Once insights and guidance gained, if of interest, develop a case for support to engage CLUA for their involvement in Phase II | July-September  October | FAO, IIED and IUCN  FAO, IIED and IUCN | **Jeff with backstopping from Jhony and Sophie, all FFF partners**  Jeff with backstopping from Jhony and Sophie, all FFF partners | FFF team well versed in opportunities and challenges for working with CLUA  CLUA shows interest in supporting Phase II at global levels | \*No focal point available |

# Annex 2. Mapping of funder instruments, relations with FAO, funder contacts and FFF partner leading efforts

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funding Partner** | **Instrument/Relevant program and Website** | **Relationship with UN/FAO** | **Main Contacts** | **Email addresses** | **Lead FFF partner** |
| **Sida** | [**Agriculture and Food Security**](http://www.sida.se/English/how-we-work/our-fields-of-work/agriculture-and-food-security/) | Sweden is an active funder of FAO with financial support through a framework agreement, FMM and bilateral. Sweden’s main priority areas of relevance to FAO are: agriculture and food security, gender equality, environment and climate, sustainable societal development and humanitarian aid. | Margarita Nilsson, Senior Programme Specialist- Natural Resources, Department for International Organizations and Policy Support; Emilie Göransson, Programme Manager, Natural Resources, Department for International Organizations and Policy Support | [Margareta.nilsson@sida.se](mailto:Margareta.nilsson@sida.se); [Emilie.Goransson@sida.se](mailto:Emilie.Goransson@sida.se) | **FAO** |
| **Ministry for Foreign Affairs of Finland** | [**Development priorities guided by SDGs**](http://formin.finland.fi/public/default.aspx?nodeid=49312&contentlan=2&culture=en-US) | Finland ranks amongst one of the thirty largest contributors. | Suvikki Silvennoinen, First Secretary, Unit for International Environment Policy, Department for Development Policy | [Suvikki.Silvennoinen@formin.fi](mailto:Suvikki.Silvennoinen@formin.fi) | **FAO** |
| **BMZ** | [**One World, No Hunger Initiative**](http://www.bmz.de/en/issues/Food/konferenz_zukunft_laendlicher_raum/index.html) | Since 1997, the Government of Germany has provided project support either through bilateral aid or by co-financing investment projects prepared by the FAO Investment Centre Division (TCI) under FAO’s cooperative programs with donors and financing institutions such as the World Bank, IFAD and GEF. | Stefan Schmitz, Director, Food,  Agriculture, and Rural Development  Birgit Gerhardus, Head of Division, Rural Development, Forests and Land Rights | [stefan.schmitz@bmz.bund.de](mailto:stefan.schmitz@bmz.bund.de)  [Birgit.gerhardus@bmz.bund.de](mailto:Birgit.gerhardus@bmz.bund.de) | **FAO** |
| **BMUB** | [**International Climate Initiative (IKI)**](https://www.international-climate-initiative.com/en) | See above | Horst Freiberg, Head of Division for Forest Conservation and Sustainable Management of Forests, Biological Diversity and Climate Change | [Horst.Freiberg@bmub.bund.de](mailto:Horst.Freiberg@bmub.bund.de) | **FAO/IUCN** |
| **GAC** | [**2017-18 priorities**](http://www.international.gc.ca/gac-amc/priorities-priorites.aspx?lang=eng) | FAO does not feature as a main GAC UN partner. FAO does receive support from GAC for humanitarian assistance. | Paul Martins  Forestry Specialist , Natural Resources and Governance Division (MES), Economic Development Bureau (MED), Global Issues and Development Branch (MFM) | [paul.martins@international.gc.ca](mailto:paul.martins@international.gc.ca) | **FAO** |
| **DGD- Belgium** | [**Agriculture and food security**](https://diplomatie.belgium.be/en/policy/development_cooperation/what_we_do/themes/inclusive_growth/agriculture_and_food_security) | Belgium is one of FAO’s top funders. FAO remains an important partner of Belgian multilateral cooperation. In 2011, Belgium decided to no longer finance individual projects, but only the FAO's general budget through the FAO’s Multi partner Programme Support Mechanism (FMM). | Liesbeth LODDEWYKX, Climate, Environment and Natural Resources (D2.4) | [liesbeth.loddewykx@diplobel.fed.be](mailto:liesbeth.loddewykx@diplobel.fed.be) | **AgriCord** |
| **EC DEVCO** | [**Global Public Goods and Challenges Programme**](http://ec.europa.eu/europeaid/devco-aap-thematic/dci-global-public-goods-and-challenges-gpgc_en) | The EU is one of FAO’s major funders. Over the major resource partners of FAO. Over the past four years (from 2012 to 2015), the EU contributed USD 664 million to trust funds implemented by FAO. | Florence Van Houtte, Head of Sector Forests, Unit Environment, Ecosystems, Biodiversity and Wildlife (DEVCO C2); Bernard Rey, Deputy Head of Unit, Rural Development, Food Security and Nutrition (DEVCO C1) | [Florence.VAN-HOUTTE@ec.europa.eu](mailto:Florence.VAN-HOUTTE@ec.europa.eu)  [Bernard.Rey@ec.europa.eu](mailto:Bernard.Rey@ec.europa.eu) | **FAO** |
| **DGIS- Netherlands** | [**Trade and Development**](https://www.government.nl/topics/development-cooperation/contents/trade-and-development-cooperation) | \*No information found in FAO intranet system | Aaltje De Roos, Senior Policy Officer, Ministry of Foreign Affairs | [aaltje-de.roos@minbuza.nl](mailto:aaltje-de.roos@minbuza.nl) | **AgriCord** |
| **Norad** | [**Central Africa Forest Initiative**](http://www.cafi.org/content/cafi/en/home/our-work.html) **and** [**Tropical Forest Alliance 20/20**](https://www.tfa2020.org/en/) | Norway is among the leading funders for joint FAO/UNDP/UNEP activities under UN REDD Program for reducing emissions, deforestation and forest degradation in developing countries.  Norway is a significant funder to FAO and amongst top 20 resource partners (currently on the 11th place). Emergency funding has been a substantial part of Norway’s voluntary contributions in 2013 and 2014, while in 2012 and 2015 Norway provided resources mainly to the development projects. The peak of the voluntary funding in 2017 is due to the USD 45 million contribution to the Fridtjof Nansen Project. FAO engaging Norway to contribute to FMM. | Ivar Thorkild Jørgensen, Policy Director, Department for Climate, Energy and Environment  Section for Climate, Forest and Green Economy | [Ivar.Thorkild.Jorgensen@norad.no](mailto:Ivar.Thorkild.Jorgensen@norad.no) | **FAO** |
| **UK DFID** | **[Economic Development](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/587374/DFID-Economic-Development-Strategy-2017.pdf)**  **[Strategy: prosperity, poverty](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/587374/DFID-Economic-Development-Strategy-2017.pdf)**  **[and meeting global challenges](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/587374/DFID-Economic-Development-Strategy-2017.pdf)** | The UK has co-funded several investment projects prepared by the FAO Investment Centre Division (TCI) under its cooperation programmes with financing partners. In December 2015, DFID signed a Framework Arrangement (FA) with FAO defining the conditions for engagement in trust fund agreements. Cooperation between DFID and FAO has been streamlined aiming to closer cooperation. The FA covers single donor-funded projects and multi donor-funded projects, as well as resilience and development projects. The UK is a key partner of FAO in the fight to eliminate hunger, food insecurity and malnutrition in the context of emergencies. | Gaia Allison, Forests and Land Use Advisor;  Neil Scotland, Senior Forestry Advisor  Iris Krebber, Head of Agriculture, Economic Development | [g-allison@dfid.gov.uk](mailto:g-allison@dfid.gov.uk)  [n-scotland@dfid.gov.uk](mailto:n-scotland@dfid.gov.uk)  [i-krebber@dfid.gov.uk](mailto:i-krebber@dfid.gov.uk) | **IIED** |
| **SDC-Switzerland** | [**Global Programme on Food Security**](https://www.eda.admin.ch/deza/en/home/themes-sdc/agriculture-food-security.html) | FAO does not feature as major UN partner | Thomas Heimgartner, Program Manager, Global Programme Food Security  Felix Fellman, Focal point - Agriculture and Food Security Network, Global Program for Food Security | [thomas.heimgartner@eda.admin.ch](mailto:thomas.heimgartner@eda.admin.ch)  [felix.fellmann@eda.admin.ch](mailto:felix.fellmann@eda.admin.ch) | **AgriCord** |
| **AFD-France** | [**Agriculture and rural development**](http://www.afd.fr/home/projets_afd/developpement_rural) | \*No information found in FAO system | Marie-Cecile Thirion, Agriculture, Rural Development and Biodiversity Division | [thirionmc@afd.fr](mailto:thirionmc@afd.fr) | **AgriCord** |
| **United States Department of State (DOS)** | [**Rural Development**](https://www.rd.usda.gov/) | The USA is a major funder to FAO. In 2015, its assessed contribution to FAO was USD 116.22 million (22 percent of the total assessed contributions), and its voluntary contribution to FAO was USD 128.32 million (15 percent of the total voluntary contributions). The USA ranks as FAO’s top funder, with the total contributions amounting to 15 percent of FAO total budget | Catherine J Karr-Colque, Karr- Foreign Affairs Officer, Office of Conservation and Water, U.S. Department of State | [ColqueCJ@state.gov](mailto:ColqueCJ@state.gov) | **FAO** |
| **USAID** | [**Feed the Future Initiative**](https://www.feedthefuture.gov/) | Same as above | David Hegwood, Senior Food Security Advisor, Feed the Future, Bureau of Food Security (BFS);  Heath Cosgrove, Director, Land Tenure and Property Rights, Bureau of Economic Development, Education and Environment (E3) | [dhegwood@usaid.gov](mailto:dhegwood@usaid.gov)  [hcosgrove@usaid.gov](mailto:hcosgrove@usaid.gov) | **FAO** |
| **DFAT** | [**Private sector development**](http://dfat.gov.au/aid/topics/development-issues/private-sector-development/Pages/private-sector-development.aspx) **and** [**Private Sector Development Team**](http://dfat.gov.au/aid/who-we-work-with/private-sector-partnerships/Pages/private-sector-partnerships.aspx) | Australia has provided bilateral financing support to several projects prepared by the Investment Centre Division (TCI) under FAO’s cooperation programmes with donors and financing institutions. These projects have focused on land administration and rural development in the Asia and Pacific region and in the Central and Eastern Europe region. | Private Sector Development Team | [privatesectordevelopment@dfat.gov.au](mailto:privatesectordevelopment@dfat.gov.au) | **FAO** |
| **JICA** | [**Agriculture and Rural Development;**](https://www.jica.go.jp/english/our_work/thematic_issues/agricultural/index.html)[**Gender and Development;**](https://www.jica.go.jp/english/our_work/thematic_issues/gender/index.html) | Japan’s Ministry of Agriculture, Forestry and Fisheries (MAFF) supports FAO through a wide range of voluntary contributions. While MAFF’s geographic priority has been Asia, recently it has been increasing its focus on African and global/interregional issues. Annual Review Meetings held between MAFF and FAO. MAFF has indicated difficulties in supporting less-earmarked programs, given the fact that the Japan’s budgetary system is a single year cycle. | \*Contacts to be provided by FAO’s |  | **FAO** |
| **KOICA** | [**Rural and Agriculture Development Mid-Strategy (2016-2020)**](http://www.koica.go.kr/english/aid/rural_development/index.html) | The total assessed contributions of the Republic of Korea for 2015 represented 1.99 percent (net USD 10 117 041) of the overall assessed contributions (ranking thirteenth). Regarding the voluntary contributions from the Republic of Korea, the amount of the contributions has marked a sharp increase since 2012. | Jong-Hyuk Jeong  Hyojung Lee, KOICA representatives in the Global Platform for Rural Development | [jhchung@koica.go.kr](mailto:jhchung@koica.go.kr)  [hyojunglee@koica.go.kr](mailto:hyojunglee@koica.go.kr) | **FAO** |
| **GEF** | [TRI The Restoration Initiative - Fostering Innovation and Integration in Support of the Bonn Challenge;](https://www.thegef.org/project/tri-restoration-initiative-fostering-innovation-and-integration-support-bonn-challenge) [GEF 7 replenishment](https://www.thegef.org/council-meeting-documents/gef-7-replenishment-participation-workplan-and-proposed-timetable) | FAO is an implementing agency of the GEF. The [Investment Centre](http://www.fao.org/technical-cooperation/investment-centre/en/) at FAO is home to the GEF Coordination Unit, which manages the FAO-GEF portfolio. The portfolio has rapidly grown since 2002, with now over 120 projects in over 55 countries and a total GEF grant investment value approaching USD 466 million. IUCN is a GEF project agency since 2014. Since gaining accreditation, IUCN  has been developing, in cooperation with regional offices and Members, a portfolio of projects that has a total value of around USD 45 million. This portfolio, to be approved during the period 2016 to 2018, includes 12 global, regional and national projects, and is on track to become a financially sustainable program from 2019. | Jeffrey Griffin, Senior Coordinator, FAO-GEF unit. IUCN GEF Coordination Unit | [Jeffrey.Griffin@fao.org](mailto:Jeffrey.Griffin@fao.org); [iucngef@iucn.org](mailto:iucngef@iucn.org) | **FAO and IUCN** |
| **GCF** | [Project portfolio for adaptation and mitigation](http://www.greenclimate.fund/projects/portfolio) | FAO is accredited with the GCF as a an international entity for medium-sized projects (USD 50 up to 250 million) to support its Member States to develop and implement country-led projects on adaptation, climate-smart agriculture, combatting land and forest degradation, sustainable forest management and disaster risk reduction. IUCN is accredited with the GCF as an international entity for medium-sized projects (USD 50 up to 250 million) to channel funding from the GCF to recipient countries, but also to contribute to enhancing their capacity to ensure that they have direct access to multilateral funding, especially in relation to IUCN’s national government and NGO members. | Juan Chang  Senior Forest and Land Use Specialist;  Mr Daniel Gustafson  Deputy Director-General (Programmes) and Officer-In-Charge, Technical Cooperation Department and Martin Frick  Director, Climate and Environment Division, FAO;  Dr. Jean-Yves Pirot  Director, GEF / GCF Coordination Unit and Mr. Sébastien Delahaye  GEF / GCF Portfolio Manager, IUCN; | [jchang@gcfund.org](mailto:jchang@gcfund.org)  [daniel.gustafson@fao.org](mailto:daniel.gustafson@fao.org)  [NRC-Director@fao.org](mailto:NRC-Director@fao.org)  [Jean-Yves.Pirot@iucn.org](mailto:Jean-Yves.Pirot@iucn.org)  [Sebastien.Delahaye@iucn.org](mailto:Sebastien.Delahaye@iucn.org) | **FAO and IUCN** |
| **IFAD** | [How IFAD partners with Farmer Organizations](https://www.ifad.org/topic/how_fo/overview/tags/how_fo); [Regional and in country strategy and loan portfolios](https://www.ifad.org/where/overview) |  | Jean-Philippe Audinet, Lead Technical Specialist, Producers Organizations and Rural Development; Roberto Longo  Senior Technical Specialist, Farmers' Organizations and Markets | [j.audinet@ifad.org](mailto:j.audinet@ifad.org); [r.longo@ifad.org](mailto:r.longo@ifad.org) | **FAO and AgriCord** |

# Annex 3. Potential and Relevant Competitive Calls for Funding (2017-2022)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funding Partner Name** | **Call Name** | **Scope of the Call** | **Open and/or closed** | **Contact information** | **FFF partner to lead** |
| Economic and Social Research Council (ESRC) (leader)Department for International Development (DFID) (multi-effort) | [ESRC-DFID Joint Fund for Poverty Alleviation Research, Development Frontiers Research Fund 2016-17](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=20130704000019) | All countries; Poverty Alleviation Research | Closed, high potential that new calls will be issued in the future | Marzena Bien [DFID@esrc.ac.uk](mailto:DFID@esrc.ac.uk) | **IIED** |
| Department for International Development (DFID) multi-funder trust fund | [Livelihoods and Food Security Trust Fund (LIFT) Myanmar](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000305) | Myanmar; Food security | Closed 31/12/16, high potential that new calls will be issued in the future on website www.lift-fund.org | [lift@unops.org](mailto:lift@unops.org) | **FAO or IUCN** |
| Department for International Development (DFID) | DFID Nepal Resilience Portfolio: Supporting climate smart development & effective disaster risk management | Nepal; Climate development & risk management | Closed 9/1/17, high potential that new calls will be issued in the future through the DFID Supplier Portal | Maureen Scott [Maureen-Scott@dfid.gov.uk](mailto:Maureen-Scott@dfid.gov.uk) | **IUCN or IIED** |
| Department for International Development (DFID) | [Forestry, Land-use and Governance (FLAG)](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000161) | Indonesia; Governance and land use and management | Closed 24/03/2015 but expected to open in future. DFID not in a position to indicate any firm date for publishing this Tender although it is in pipeline. The Market will get to know once it is published on OJEU/ Portal | [LS-Nagarajan@dfid.gov.uk](mailto:LS-Nagarajan@dfid.gov.uk) | **IUCN or AgriCord** |
| Department for International Development (DFID) - United Kingdom | [South East Asia Prosperity Fund](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000274) | Indonesia, Malaysia, Philippines, Thailand, Vietnam, Myanmar; Economic Development & climate change | Closed 27/03/16, high potential for new calls in the future. The 2015 Strategic Defense and Security Review announced a £1.3bn Prosperity Fund until 2020. Much of the Prosperity Fund will involve multi-year programs with future calls to be launched | Alyssa Ann Engracia [AlyssaAnn.Engracia@fco.gov.uk](mailto:AlyssaAnn.Engracia@fco.gov.uk) | **AgriCord** |
| Department for International Development (DFID) - United Kingdom | [Ecosystem Services for Poverty Alleviation](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000273) | All countries; poverty alleviation | Closed 1/6/16, high potential that new calls will be issued in the future as this program is an open ended call | Not available | **IIED** |
| Department for International Development (DFID) - United Kingdom | [Agricultural Policy Research in Africa (APRA): Commercialization, Women’s Empowerment and Poverty Reduction](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000213) | Africa; aim is to strengthen the evidence and analysis on what approaches and policies on agricultural commercialization | Closed 14/09/16, high potential that new calls will be issued in the future | Laura Moffat [Laura-Moffat@dfid.gov.uk](mailto:Laura-Moffat@dfid.gov.uk) | **AgriCord** |
| Department for International Development (DFID) - United Kingdom | [Improving Communication of Research Evidence for Development (ICRED)](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000182) | Africa & Asia; Development policy and practices | Closed, high potential that new calls will be issued in the future | Shirley Cameron [s-cameron@dfid.gov.uk](mailto:s-cameron@dfid.gov.uk) | **IIED** |
| Department for International Development (DFID) - United Kingdom | [Future Climate for Africa' (FCFA) Regional Consortium Grants](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000102) | Sub Saharan Africa; Climate change | Closed 15/7/14. There are no plans to release any other funding calls under this program at present. All of NERC’s funding calls are announced on our website so if this changes in the future any calls will be publicized there | Helen Pearce [hepear@nerc.ac.uk](mailto:hepear@nerc.ac.uk) | **IIED or AgriCord** |
| Department for International Development (DFID) - United Kingdom | [Global Climate Model Development for Africa 2014](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000109) | Africa; Climate change | Closed 5/8/14. There are no plans to release any other funding calls under this program at present. All of NERC’s funding calls are announced on our website so if this changes in the future any calls will be publicized there | Helen Pearce [hepear@nerc.ac.uk](mailto:hepear@nerc.ac.uk) | **IIED or AgriCord** |
| German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) | [2017/2018 International Climate Initiative Call for Project Outlines](https://www.international-climate-initiative.com/en/project-funding/) | All countries; Climate change | Currently closed but an annual call | [programmbuero@programmbuero-klima.de](mailto:programmbuero@programmbuero-klima.de) | **FAO or IUCN** |
| German Ministry of Economic and Development Cooperation (BMZ) | [NAMA Funding for Low Carbon Development](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000180) | Climate change and development | Closed 15/07/15. Program does not have clarity so far on a potential 5th Call, but this may change so advice to monitor closely | [contact@nama-facility.org](mailto:contact@nama-facility.org) | **AgriCord** |
| Bill & Melinda Gates Foundation | [Putting Women and Girls at the Center of Development](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000138) | Global; Women empowerment | Closed 13/01/2015 with possibilities for new call to be issued in the future | [grandchallenges@gatesfoundation.org](mailto:grandchallenges@gatesfoundation.org) | **AgriCord** |
| Wellcome Trust | [Our Planet, Our Health](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000242) | Global; Health and Food Security | Closed 29-Jan-2016 with possibilities for new call to be issued in the future | [ourplanetourhealth@wellcome.ac.uk](mailto:ourplanetourhealth@wellcome.ac.uk) | **IIED** |
| Wellcome Trust | [Sustaining Health: Pilot funding for cross-disciplinary research connecting environment, nutrition and health](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000119) | All countries; Health, environment, and nutrition | Closed 25-Jul-2014 with possibilities for new call to be issued in the future | sustaininghealth@wellcome.ac.uk | **IIED** |
| Volkswagen Foundation | [Europe and Global Challenges](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000135) | Europe; Social Science, Research, Climate Change | Closed 30-Jan-2015 with possibilities for new call to be issued in the future | Wolfgang Levermann [Levermann@volkswagenstiftung.de](mailto:Levermann@volkswagenstiftung.de) ; Fredrik Lundmark [fredrik.lundmark@rj.se](mailto:fredrik.lundmark@rj.se) | **IIED** |
| United States Agency for International Development (USAID) | [SUAAHARA II (good nutrition)](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000225) | Nepal; Nutrition | Closed 28-Sep-2015 with possibilities for new call to be issued in the future | Tejendra Paudel [kathmanduoaaexchange@usaid.gov](mailto:kathmanduoaaexchange@usaid.gov) | **AgriCord** |
| United States Agency for International Development (USAID) | [The Innovation Fund for Ethiopia Agriculture (IFEA) Ethiopia USAID-Addis Ababa — Agency for International Development](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=20130704000071) | Ethiopia; Food and nutrition | Closed 15/05/2014) with possibilities for new call to be issued in the future | William Ndinya [wndinya@usaid.gov](mailto:wndinya@usaid.gov) | **FAO, IUCN or AgriCord** |
| United States Agency for International Development (USAID) | [Agriculture and Natural Resource Management](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000249) | Ghana, Africa; Agriculture and natural resources | Closed with possibilities for new call to be issued in the future | Frederique Rakotoarivelo Sn. [FRakotoarivelo@usaid.gov](mailto:FRakotoarivelo@usaid.gov) | **IUCN, AgriCord** |
| United States Agency for International Development (USAID) | [Climate Change and Biodiversity Program](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=201307040000276) | Vietnam; Climate change and biodiversity | Closed with possibilities for new call to be issued in the future | No specific contact available | **IUCN or AgriCord** |
| United States Agency for International Development (USAID) | [LAUNCH: Food - Improving Health Outcomes by Enabling People to Make Healthy Food Choices](https://my.cifor.org/workspace/GoToPage.aspx?path=/PRMS/FundingOpportunity/profile.aspx?id=20160401000017) | All countries; Health and nutrition | Closed 7-Dec-2016 with possibilities for new call to be issued in the future | [foodchallenge@launch.org](mailto:foodchallenge@launch.org) | **IUCN or AgriCord** |

1. An independent evaluation found FFF to be “highly relevant...filling the gaps in rural development cooperation.” Available at <http://www.fao.org/evaluation/evaluation-digest/evaluations-detail/en/c/445423/>. [↑](#footnote-ref-1)
2. FFF currently operates in ten countries which include: Liberia, Nicaragua, Guatemala, Bolivia, Myanmar, Kenya, Vietnam, Nepal, the Gambia and Zambia. [↑](#footnote-ref-2)
3. FFF was the first operational “Umbrella” program in FAO. [↑](#footnote-ref-3)
4. In 2010 FAO established the Multi-Partner Support Mechanism (FMM). Resources are either completely un-earmarked or likely earmarked to FAO Strategic Objectives (SOs). Sweden, the Netherlands, the International Flanders Cooperation Agency and the Kingdom of Belgium are the FMM’s current main funders. [↑](#footnote-ref-4)
5. A guide from the UK [Department for International Development (DFID)](https://www.gov.uk/government/organisations/department-for-international-development)sets out the principles that are used to ensure value for money in DFID development programs. <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49551/DFID-approach-value-money.pdf> [↑](#footnote-ref-5)
6. See <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/final-2015-oda.htm>. Most of the increase in 2015 was due to higher expenditures for in-donor refugee costs as a result of the surge of asylum seekers, representing 9.2% of total ODA. However, if these cost are excluded, net ODA still continued to grow by 1.3% in real terms. [↑](#footnote-ref-6)
7. http://www.fao.org/partnerships/forest-farm-facility/steering-committee/en/ [↑](#footnote-ref-7)
8. OECD. 2004. Philanthropic foundations and development cooperation. *OECD Journal on Development* 4(3):73. Comprehensive and up-to-date data and sources of information on the extent to which global private philanthropy contributes to development are lacking.The OECD will release a new report in 2017 to reflect on the role of private philanthropy in the post-2015 development framework. [↑](#footnote-ref-8)
9. https://www.iucn.org/about/donors-and-partners [↑](#footnote-ref-9)
10. https://www.iied.org/financial-summary-2016 [↑](#footnote-ref-10)
11. IUCN and IIED both have tax-exempt status under Section 501(c)(3) of the US Internal Revenue Code. [↑](#footnote-ref-11)
12. Once FFF secures a stable funding base for Phase II and defines partner country locations it will invest in new partnerships and alliances to better position itself and FFPOs with regard to regional and in country funds as well as new types of funders, such as private and corporate foundations, and subsequently innovative finance mechanisms. [↑](#footnote-ref-12)
13. Sida priority countries include Africa- Burkina Faso, DRC, Ethiopia, Kenya, Liberia, Mali, the Middle East and North Africa, Mozambique, Rwanda, Somalia, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe; Asia- Afghanistan, Bangladesh, Cambodia, Iraq, Myanmar, Palestine, Syria; Latin America- Bolivia, Colombia, Guatemala. [↑](#footnote-ref-13)
14. These include in Africa- Ethiopia, Kenya, Mozambique, Somalia, Tanzania, Zambia and Eritrea; in Asia- Afghanistan, Myanmar, Nepal and Vietnam. [↑](#footnote-ref-14)
15. Consider initiative focus countries which include Peru, Mali, Burkina Faso, Ghana, Togo, Benin, Nigeria, Cameroon, South Sudan, DR Congo, Zambia, Malawi, Mozambique, Tanzania, Burundi, Uganda, Kenya, Somalia, Ethiopia, Yemen, India, Laos and Cambodia; Consider IKI new priority countries which include Brazil, China, Indonesia, Mexico, Peru, Philippines, Vietnam, South Africa. [↑](#footnote-ref-15)
16. Consider GAC’s priority countries in Americas- countries of focus include Caribbean regional program, Colombia, Haiti, Honduras, Peru and partner countries Bolivia, Cuba, Guatemala, Nicaragua; in Asia Pacific- countries of focus include Afghanistan, Bangladesh, Myanmar, Indonesia, Mongolia, Philippines and Vietnam and partner countries Pakistan and Sri Lanka; in Easter Europe country of focus Ukraine; in Middle East and North Africa- countries of focus include Jordan and West Bank and Gaza and partner countries Egypt, Iraq and Morocco; in Sub-Saharan. Africa- countries of focus include Benin, Burkina Faso, DRC, Ethiopia, Ghana, Mali, Mozambique, Senegal, South Sudan, Tanzania and partner countries Kenya, Nigeria and South Africa. [↑](#footnote-ref-16)
17. Consider DGD’s priority countries which include Benin, Burkina Faso, Burundi, DR Congo, Guinea, Mali, Morocco, Mozambique, Niger, Palestinian Territory, Rwanda, Senegal, Tanzania and Uganda. [↑](#footnote-ref-17)
18. Countries for Aid Relationships: Afghanistan, Burundi, Mali, the Palestinian Territories, Rwanda, South Sudan and Yemen; Transitional Relationships: Bangladesh, Benin, Ethiopia, Ghana, Indonesia, Kenya, Mozambique and Uganda; Trade Relationships: Colombia, South Africa and Vietnam, among others. [↑](#footnote-ref-18)
19. Norad priority countries include: in Africa- Angola, Burundi, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Somalia, South Africa, South Sudan, Sudan, Tanzania, the Democratic Republic of Congo, Uganda, Zambia and Zimbabwe; In Asia- Afghanistan, Bangladesh, China, India, Indonesia, Myanmar, Nepal, Pakistan, Sri Lank and Vietnam; in Latin America- Brazil, Haiti and Nicaragua. [↑](#footnote-ref-19)
20. DFID’s Raising the standard: the Multilateral Development Review 2016 states FAO now has a clearer strategic vision and reports on results, it has modernised its management structure, and delivered significant efficiency savings of over US$100 million between 2011 and 2015. The FAO stands out in this 2016 Review as a much improved performer. [↑](#footnote-ref-20)
21. DFID works in countries across Africa, Asian and the Middle East, many of which are fragile or at risk from fragile neighbours. We also have regional programmes in Africa, Asia and the Caribbean, and development relationships with aid-dependent Overseas Territories. In addition to working directly in countries, DFID also gives UK Aid through multi-country global programmes and core contributions to multilaterals. Countries include: Afghanistan, Bangladesh, Burma, Democratic Republic of Congo, Ethiopia, Ghana, India, Iraq, Jordan, Kenya, Kyrgyzstan, Lebanon, Liberia, Malawi, Mozambique, Nepal, Nigeria, Occupied Palestinian Territories, Pakistan, Rwanda, Sierra Leone, Somalia, South Africa, Sudan, South Sudan, Syria, Tajikistan, Tanzania, Uganda, Yemen, Zambia, and Zimbabwe. [↑](#footnote-ref-21)
22. Benin, Burkina Faso, Chad, Great Lakes, Horn of Africa, Mali, Mozambique, Niger, Southern Africa, Tanzania, Northern Africa/Palestine, Afghanistan, Pakistan, Bangladesh, Mekong, Nepal, Mongolia, Bolivia, Central America, Cuba and Haiti. [↑](#footnote-ref-22)
23. The U.S. is one of the most important partners of FAO. In 2015, its assessed contribution to FAO was USD 116.22 million (22 percent of the total assessed contributions), and its voluntary contribution to FAO was USD 128.32 million (15 percent of the total voluntary contributions). Taking into consideration both assessed and voluntary contributions to FAO in the period 2012-2016, the USA ranks at the first place, with the total contributions amounting to 15 percent of FAO total budget. [↑](#footnote-ref-23)
24. Feed the Future Initiative Focus countries include: Bangladesh, Cambodia, Ethiopia, Ghana, Guatemala, Haiti, Honduras, Kenya, Liberia, Malawi, Mali, Mozambique, Nepal, Rwanda, Senegal, Tajikistan, Tanzania, Uganda, and Zambia. [↑](#footnote-ref-24)
25. DFAT priority countries include in the Pacific: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Palau, Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu; in East Asia: Cambodia, Indonesia, Laos, Mongolia, Myanmar, Philippines, Timor-Leste and Viet Nam; in South and West Asia: Afghanistan, Bangladesh, Bhutan, Maldives, Nepal, Pakistan and Sri Lanka. [↑](#footnote-ref-25)
26. KOICA priority countries include: in Asia- Vietnam, Philippines, Cambodia, Indonesia and Myanmar with 13.6% if total budget committed to rural development; in Africa- Ethiopia, Rwanda, Uganda, Tanzania and Tunisia with rural development 22.7 %; in Latin America- Paraguay, Peru, Colombia, Bolivia, and Honduras with 14.17 % for rural development. [↑](#footnote-ref-26)
27. The ten countries include and managed by: Cameroon (IUCN), Central African Republic (FAO), China (IUCN), Democratic Republic of Congo (FAO), Guinea-Bissau (IUCN), Kenya (UNEP and FAO), Myanmar (IUCN), Pakistan (FAO), Sao Tome and Principe (FAO), and Tanzania (UNEP). [↑](#footnote-ref-27)
28. The first meeting for the Seventh Replenishment of the GEF Trust Fund was held in Paris on March 28-30, 2017. A draft of the GEF-7 PROGRAMMING DIRECTIONS AND POLICY AGENDA is under review with final priorities to be defined later in 2017. There are currently 14 impact programs. [↑](#footnote-ref-28)
29. GRPRD members include African Development Bank, AFD, Australia’s DFAT, BMZ-Germany, Global Affairs Canada, UK DFID, Ministry of Foreign Affairs-Finland, Ministry of Foreign Affairs-the Netherlands, Swiss Development Cooperation, USAID, among other. For more information see: <https://www.donorplatform.org/members.html> [↑](#footnote-ref-29)
30. Closely monitor the IKI website to learn about the 2017/2018 call. Currently not posted but expected to be launched during summer 2017. See website for details <https://www.international-climate-initiative.com/en/project-funding/information-for-applicants/> [↑](#footnote-ref-30)