



Food and Agriculture  
Organization of the  
United Nations



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

FAO headquarters, Rome, Italy  
15-16 February 2017



### Introductions

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

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

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

and the role of FFPOs in achieving the SDGs. She reiterated the strong support of FAO to the FFF as a flagship programme.

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

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

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

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

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

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

#### *Synthesis of the discussion*

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

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

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

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

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

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

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

#### *Synthesis of the discussion*

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

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

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

#### **Phase II**

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

#### *Synthesis of the discussion*

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

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

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

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

## **2016 Budget**

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

## **Workplan 2017**

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

### *Synthesis of the discussion*

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

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

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

## **Gender Strategy**

### *Synthesis of the discussion*

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

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

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

## **SC governance**

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

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

### **Next Meeting**

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

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

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

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

#### **Reporting**

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

#### **FFF Impact**

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

#### **FFF Phase II**

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

#### **Workplan 2017**

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

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

**Gender Strategy**

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

**List of Annexes**

**Annex 1: Agenda**

**Annex 2: Participants at the meeting**

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

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

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

## Annex 1: Agenda

# PROPOSED AGENDA

## Forest and Farm Facility Steering Committee Meeting

### February 15 - 16, 2017 FAO, Rome

Day 1 Wednesday, February 15 <sup>th</sup> India Room A-327	
08:30 – 09:00	<b>Opening Welcome and Introductions:</b> SC Chair with remarks from <i>Dir. FOA</i>
09:00 – 09:10	<b>Adoption of Agenda</b> <i>SC Chair</i>
09:10 – 09:30	<b>Confirmation of Minutes from Previous Steering Committee Meeting</b> <i>SC Chair</i>
09:30 – 10:00	<b>Overview and major topics for guidance and discussion</b> <i>Manager</i>
10:00 – 10:15	<b>Coffee/tea break</b>
10:15 – 12:00	<b>What we are achieving: Highlights and Stories of impacts and outcomes from Partner countries</b> <i>Coaches, M &amp; L team</i>
12:00 – 12:30	<b>Discussion</b> <i>Chair or Nominee from SC</i>
12:30 – 13:30	<b>Lunch</b>
13:30 – 14:00	<b>What we are achieving: Highlights from Exchange visits – Regional and Global support</b> <i>Coaches and IUCN team</i>
14:00 – 14:30	<b>Communications and knowledge generation update</b> <i>Communications (FAO) and knowledge generation (IIED) teams</i>
14:30 – 15:00	<i>Mid-term Evaluation – Management Response</i>
15:00 – 15:30	<b>Discussion</b> <i>Chair or Nominee from SC</i>
15:30 – 16:00	<b>2016 Financial Report</b> <i>Manager</i>
16:00 – 16:30	<b>Coffee/tea break</b>
16:30 – 17:00	<b>Discussion and approval of financial report</b> <i>SC Chair</i>
17:00 – 17:30	<b>Wrap up of the last year</b> <i>SC Chair</i>
19:30 – 21:00	<b>Group Dinner</b>
Day Two Thursday, February 16 <sup>th</sup> India Room A 327	
08:30 – 10:00	<b>Work Plan for 2017 – Proposed Budget for 2017</b> <i>Management team</i>
10:00 – 10:15	<b>Coffee/tea Break</b>
10:15-11:15	<b>Special issue for discussion – Maximizing the Impact in the Final Year of Phase I</b> <i>Manager and SC Chair</i>
11:15-11:45	<b>Discussion and approval of work plan and proposed budget for 2017</b> <i>SC Chair</i>
11:45 – 12:45	<b>Introduction to Phase II – Manager and team</b>
12:45 – 14:00	<b>Lunch</b>
14:00 – 15:00	<b>Discussion of Phase II</b>
15:00- 15:30	<b>Reflections from Observers and Donor Support Group</b> <i>DSG Chair</i>
15:30 – 16:00	<b>Coffee/tea break(observers depart)</b>
16:00 – 17:00	<b>Final Internal SC Discussion.</b> <i>SC Chair</i> <b>Round of Thanks</b> ( <i>Dir. FOA</i> )

**Annex 2: Attendees at the meeting**





#### SC Members

NAME	AFFILIATION
August Temu, Chair	International Research Community
Peter deMarsh	Forest Producer Organization
Ignace Coussement	Business Development Service Provider Organization
Emelia Arthur	Government/Policy Representative
Joji Cariño	Policy and Advocacy NGO
Noemi Perez	Finance / Private sector
Markku Aho	International Development
Eva Müller	Partner/Hosting Institution

#### Participants FFF Team

Duncan Macqueen	Principal Researcher – Forest Team Natural Resources Group, IIED
Anna Bolin	Researcher - Forest Team, Natural Resources Group, IIED
Chris Buss	Deputy Director, Global Forest and Climate Change Programme Operations, IUCN
Hannelore Beerlandt	Programme Operations Officer, AgriCord
Jeff Campbell	FFF Manager, FAO HQ
Sophie Grouwels	FFF Forestry Officer, FAO HQ
Jhony Zapata	FFF Forestry Officer, FAO HQ
Marguerite France-Lanord	FFF Communications, FAO HQ
Marco Perri	FFF Multimedia and graphism, FAO HQ
Svea Obermaier	FFF Associate Professional Officer, FAO HQ
Zoraya Gonzalez	FFF Administration, FAO HQ
Tatiana Lebedeva	FFF Administration, FAO HQ
Martina Guerra	FFF Administration, FAO HQ
Clara Benavent	FFF Intern, FAO HQ

#### Donors Observer

Margareta Nilsson	Sweden
Suvikki Silvennoinen	Finland

#### Annex 3: Full list of SC Members



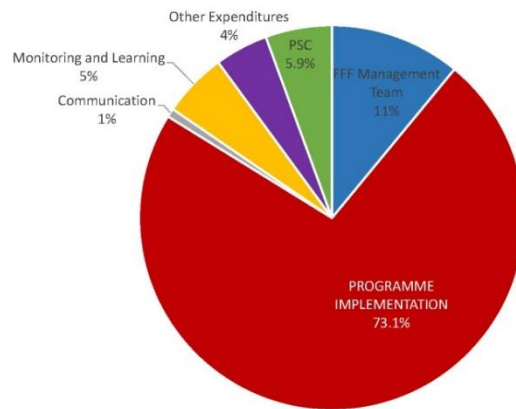
	NAME	AFFILIATION	CONTACT
1	<b>August Temu</b> World Agroforestry Centre (ICRAF) (Chairperson)	International Research Community	<a href="mailto:a.temu@cgiar.org">a.temu@cgiar.org</a> tel. +254 20 722 4197
2	<b>Peter de Marsh,</b> Chairperson, IFFA	Forest Producer Organization	<a href="mailto:grandpic@nbnet.nb.ca">grandpic@nbnet.nb.ca</a> tel: +1 506 367 2503
3	<b>Levi Sucre Romero</b> Red Indigena Bribri y Cabecar (RIBCA), Costa Rica And Coordinator, MesoAmerican Alliance of People and Forests	Community Forestry Organization	<a href="mailto:levisucre@hotmail.com">levisucre@hotmail.com</a> +505 22 93 63 39
4	<b>Rukka Sombolinggi</b> Special Staff to Secretary General, Alliance of Indigenous Peoples of the Archipelago (AMAN)	Indigenous Peoples' Organization	<a href="mailto:rsombolinggi@aman.or.id">rsombolinggi@aman.or.id</a> +62 8297954
5	<b>Emelia Arthur</b> Presidential Advisor, Policy Delivery Unit, Office of the President, Ghana	Government/Policy	<a href="mailto:emelia.arthur@gmail.com">emelia.arthur@gmail.com</a> tel. +233 244 469 015
6	<b>Ignace Coussement</b> Managing Director, AgriCord	Business Development Service Provider Organization	<a href="mailto:ignace.coussement@agricord.org">ignace.coussement@agricord.org</a> tel.+32 (0)16 242750 mob: +32 473 882 104
7	<b>Joji Cariño</b> Director, Forest Peoples Programme	Policy and Advocacy NGO	<a href="mailto:joji@forestpeoples.org">joji@forestpeoples.org</a> +44 (0)1608 652893
8	<b>Noemi Perez</b> President and CEO- Finance Aliance for Sustainable Trade-FAST	Finance / Private sector	<a href="mailto:noemi.perez@fastinternational.org">noemi.perez@fastinternational.org</a> +1-514-759-6626
9	<b>Markku Aho</b> Consultant, Finland	International Development	<a href="mailto:markku1704@gmail.com">markku1704@gmail.com</a> +358405211912
10	<b>Eva Müller</b> Director Forest Economics, Policy and Products Division, FAO	Partner/Hosting Institution	<a href="mailto:eva.muller@fao.org">eva.muller@fao.org</a> tel. +390657054628

## Annex 4: Revised budget for 2016 and 2017

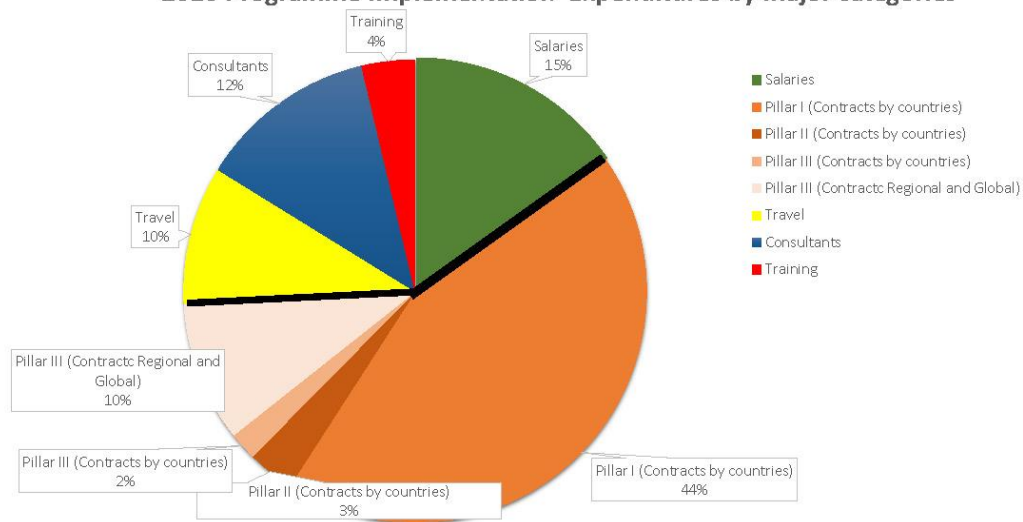
### 2016 FINANCIAL STATEMENT AS AT 01 FEBRUARY 2017

Programme Component	Programme Component Description	495/MUL	812/GER	TOTALS
Contribution Received	Opening Balance as at 01 January 2016	2,353,368	- 195,397	2,157,971
	Sweden (Apr)	1,297,906		1,297,906
	Finland (Dec)	732,218		732,218
	USA (Oct)	200,000		200,000
	Agricord (October)	278,707		278,707
	Interests from NFP (July)	5,373		5,373
	Carlowitz(Feb)		466,933	
Contribution funds available for Year 2016		4,867,571	271,536	5,139,107
<b>ACTUAL EXPENDITURES AS OF 31 DECEMBER 2016 (Provisional)</b>				
Management Team	FFF Management Team Salaries for Programme Support	404,834	-	404,834
<b>Subtotal FFF Management Team (b)</b>		<b>404,834</b>	<b>-</b>	<b>404,834</b>
Technical Support for Implementation	Salaries Staff/Technical Support for Implementation	494,797	-	494,797
<b>Subtotal Salaries Staff/Technical support for implementation (c)</b>		<b>494,797</b>	<b>-</b>	<b>494,797</b>
PILLAR I Contracts by Countries	Contracts (Partnership Agreements)	772,452	58,540	830,992
	Contracts (Small Grants)	317,702	-	317,702
<b>Subtotal PILLAR I (contracts by Countries) (d)</b>		<b>1,090,154</b>	<b>58,540</b>	<b>1,148,694</b>
PILLAR II Contracts by Countries	Contracts (Partnership Agreements)	85,913	-	85,913
<b>Subtotal PILLAR II (contracts by Countries) (e)</b>		<b>85,913</b>	<b>-</b>	<b>85,913</b>
PILLAR III - Contracts by countries	Contracts (Partnership Agreements)	51,460	-	51,460
<b>Subtotal PILLAR III (Contracts by countries) (f)</b>		<b>51,460</b>	<b>-</b>	<b>51,460</b>
PILLAR III - Regional and Global Contracts	Contracts (Partnership Agreements)	239,025		239,025
	Contracts for Training	17,566		17,566
<b>Subtotal PILLAR III (Regional and Global Contracts) (g)</b>		<b>256,591</b>	<b>-</b>	<b>256,591</b>
Travel	Travel	255,114	- 677	254,437
<b>Subtotal Travel (h)</b>		<b>255,114</b>	<b>- 677</b>	<b>254,437</b>
Consultants	Consultants for countries	266,220	24,753	290,973
	Consultants for Training	10,300	-	10,300
<b>Subtotal Consultants (i)</b>		<b>276,520</b>	<b>24,753</b>	<b>301,273</b>
Training	Training MA&D and other	91,746	5,710	97,456
<b>Subtotal Training (j)</b>		<b>91,746</b>	<b>5,710</b>	<b>97,456</b>
<b>Subtotal Programme Implementation (k) = (c) + (d) + (e) + (f) + (g) + (h) + (i) + (j)</b>		<b>2,602,295</b>	<b>88,326</b>	<b>2,690,621</b>
Communications	Contracts (Partnership Agreements)	-		-
	Consultants	27,056		27,056
<b>Subtotal Communication (l)</b>		<b>27,056</b>	<b>-</b>	<b>27,056</b>
Monitoring and Learning Contracts	Contracts (Partnership Agreements)	199,592		199,592
<b>Subtotal Monitoring and Learning (m)</b>		<b>199,592</b>	<b>-</b>	<b>199,592</b>
Other expenses	Expendable Procurement	29,306	89	29,395
	Mid-Term Evaluation	78,381		78,381
	General Operating Expenses	39,600	7,052	46,652
	Hospitality, Printing, Courier etc	6,660	4,012	10,672
<b>Subtotal Other Expenses (n)</b>		<b>153,947</b>	<b>11,153</b>	<b>165,100</b>
<b>Subtotal Programme Activities o = (l) + (m) + (n)</b>		<b>380,595</b>	<b>11,153</b>	<b>391,748</b>
<b>Total Expenditures beforePSC p = (b)+(k) + (o)</b>		<b>3,387,724</b>	<b>99,479</b>	<b>3,487,203</b>
PSC		145,649	5,869	205,745
<b>Total Expenditures p = (b)+(k) + (o)</b>		<b>3,533,373</b>	<b>105,348</b>	<b>3,692,948</b>
<b>Balance o = (a) - (n)</b>		<b>1,334,199</b>	<b>166,188</b>	<b>1,446,160</b>

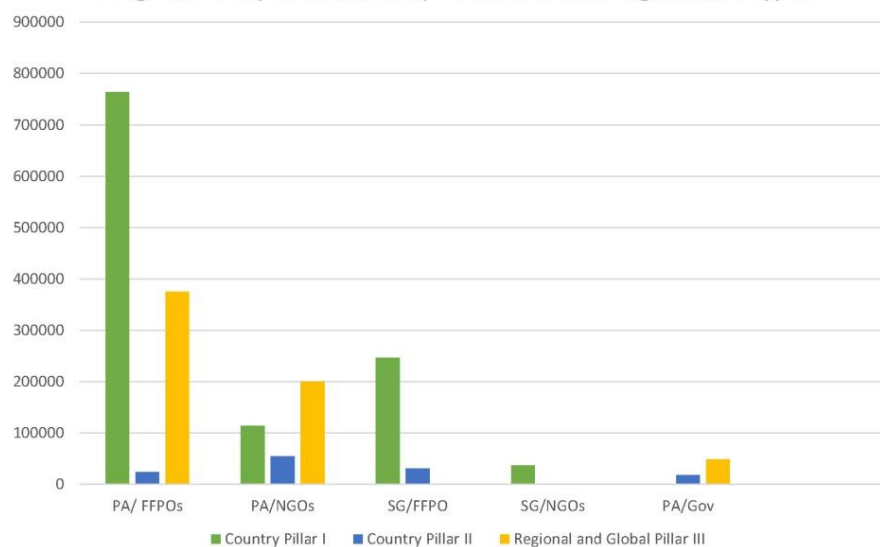
## 2016 Actual Expenditures by category



## 2016 Programme Implementation Expenditures by major categories



## Programme Implementation by Pillars, level and organization types



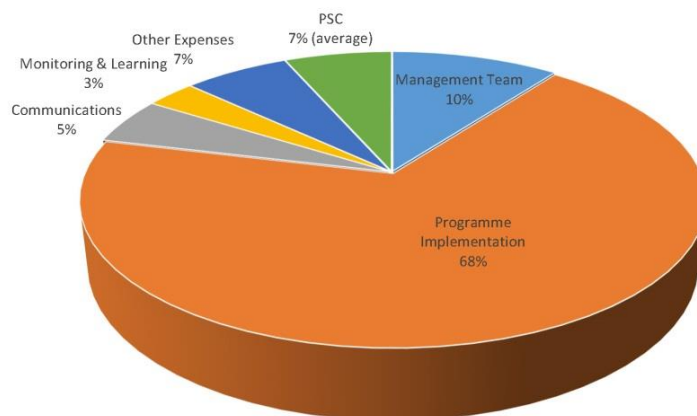


### Projected Budget Allocation for 2017

Programme Component	Programme Component Description	495/MUL	FMM	FLEGT	TOTALS
Agreed Contributions	Opening Balance as at 01 January 2017 carried over from 2016 (includes 732,218 USD Finn funds rcvd. Dec 2016)	1,256,701	750,000	1,000,000	3,006,701
	Sweden	790,915			790,915
	Finland	744,000			744,000
	USA	-			-
	Agricord	280,000			280,000
Contribution funds available for Year 2017 (a)		3,071,616	750,000	1,000,000	4,821,616

		495MUL	FMM	FLEGT	Total
Management Team	FFF Management Team Salaries for Programme Support				
Subtotal FFF Management Team (b) 45%		427,500	-	78,750	506,250
Technical Support for Implementation	Salaries Staff/Technical Support for Implementation	522,500	-	96,250	618,750
Subtotal Salaries Staff/Technical support for implementation 55%		522,500	-	96,250	618,750
PILLAR I Contracts by Countries	Contracts (Partnership Agreements)	368,500	335,000	199,000	902,500
	Contracts (Small Grants)	285,000	10,000	85,000	380,000
Subtotal PILLAR I (contracts by Countries) (d)		653,500	345,000	284,000	1,282,500
PILLAR II Contracts by Countries	Contracts (Partnership Agreements)	41,000	120,000	95,000	256,000
Subtotal PILLAR II (contracts by Countries) (e)		41,000	120,000	95,000	256,000
PILLAR III - Contracts by countries	Contracts for Exchanges and Comms	20,000	30,000	-	50,000
Subtotal PILLAR III (Contracts by countries) (f)		20,000	30,000	-	50,000
PILLAR III - Regional and Global Contracts	Regional and Global Contracts (Partnership Agreements)	310,000	-	80,000	390,000
Subtotal PILLAR III (Regional and Global Contracts) (g)		310,000	-	80,000	390,000
Travel	Travel	281,480	102,300	59,200	442,980
Subtotal Travel (h)		281,480	102,300	59,200	442,980
Consultants	Consultants for countries	123,900	-	59,000	182,900
Subtotal Consultants (i)		123,900	-	59,000	182,900
Training	Training MA&D and other	113,500	-	20,000	133,500
Subtotal Training (j)		113,500	-	20,000	133,500
Subtotal Programme Implementation (k) = (c) + (d) + (e) + (f) + (g) + (h) + (i) + (j)		2,065,880	597,300	693,450	3,356,630
Communications	Consultants	50,000			50,000
	Contracts	200,000			200,000
Subtotal Communication (l)		250,000	-	-	250,000
Monitoring and Learning Contracts	Contracts (Partnership Agreements)	75,000		75,000	150,000
Subtotal Monitoring and Learning (m)		75,000	-	75,000	150,000
Other expenses	Expendable Procurement	19,664	-	-	19,664
	General Operating Expenses	74,348	20,600	4,500	99,448
	Hospitality, Printing, Courier etc	5,500	-	-	5,500
	Technical Support Services (Terminal Report)	193,470	-	-	193,470
Subtotal Other Expenses (n)		292,982	20,600	4,500	318,082
Subtotal Other Programme Activities o = (l) + (m) + (n)		617,982	20,600	79,500	718,082
PSC		183,570	80,327	59,619	323,516
Total Expenditures p = (b)+(k) + (o)		3,294,932	698,227	911,319	4,904,478
Balance Remaining: o = (a) - (p)		- 223,316	51,773	88,681	- 82,862

### Projected Budget for 2017



■ Management Team ■ Programme Implementation ■ Communications  
■ Monitoring & Learning ■ Other Expenses ■ PSC

## Annexe 5: Minutes of the fourth SC Meeting, without Annexes, February 2016



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

FAO headquarters, Rome, Italy  
17-18 February 2016



#### Introductions

The 4<sup>th</sup> meeting of the Forest and Farm Facility Steering Committee was held at FAO in Rome from February 17-18<sup>th</sup>. The chair August Temu welcomed members of the Steering Committee (SC) and observers and invited them to introduce themselves in a *tour de table*. With the exception of Joji Carino and Rukka Sombolinggi all SC members were present. In addition a number of donor partners and observers also participated in a significant portion of the meeting. See the Agenda in Annex 1, the list of participants in Annex 2, the list of SC members in Annex 3.

#### Opening welcome from the ADG

The Chair invited René Castro Salazar, recently appointed Assistant Director-General of the Forestry Department of FAO, to introduce himself. The ADG congratulated the FFF for its results that should be presented to the rest of the world. He highlighted that vital role of communities and local people in the economy and in efforts to address climate change. He cited the example of Costa Rica where the first

carbon projects and payments for environmental benefits engaged indigenous peoples and local people in the agreements. In Latin America, he explained that there has been a silent revolution, where empowered women manage successful projects and indigenous peoples and local communities were increasingly being seen as the face of implementation of global conventions, as the most efficient and least costly approach. In terms of addressing the climate change the ADG mentioned that governments are asking when do we start achieving results and implementation He said that it is urgent to move from small scale to larger scale implementation. The ADG mentioned that FFF must continue to play an important role and as it works with and gains the confidence of citizens. He stressed that we should be optimistic, and have time to dream.

August Temu provided thanks to the ADG and to FAO support to the FFF.

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

The agenda was adopted as presented (proposed by Emelia Arthur and seconded by Ignace Coussement), with an understanding that the meeting is to be an interactive meeting.

The minutes from the previous SC meeting were reviewed, in particularly the list of actions for follow up.

#### *Synthesis of the discussion*

- Ikea: The ex SIDA NFPF focal point is now managing the FAO / Ikea relationship. There is a concern that this may be some form out grower scheme. The initial work will be a small study on how smallholders can grow and supply timber to Ikea, particularly through certification. Close links with FLEGT in Vietnam are established and ongoing work with VNFU. There is no bias on different certification schemes that may be proposed.
- AgriCord: It was proposed that two other members of AgriCord in addition to WeEffect can also be involved in various country activities to strengthen synergies (as in the case of the MTK & FFD in Zambia).
- In the minutes from the previous SC there was mentioned about smallholders accessing financing and associated challenges. FAST explained that they are near to launching an online tool to help this process and that therefore they should work in partnership.

With this discussion the minutes were approved (proposed by Ignace Coussement and seconded by Markku Ahu). A copy of the minutes of the last SC meeting is attached as Annex 4.

### **Major topics for guidance**

The FFF Manager proposed the following questions for discussion:

- How do we get to scale?
- How do we face fund raising challenges?
- How do we help the implementation of the big programmes such as REDD+, GCF, GEF etc

#### *Synthesis of the discussion*

- The AgriCord support to link FFPOs with governments would help to position FFF (and therefore FFPOs) to help influence these large funding mechanisms: but what do we need to do to realize this? We should emphasize that “Well organized and capacitated FFPOs are an effective mechanism for the implementation of REDD+ and the SDGs.
- Multistakeholder platforms are key to help drive the process and this shows the value of Pillar 2 in FFF framework.

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

- The FFF management team will develop a model of how FFPOs can help deliver these programmes. A strategic positioning of FFF to help the implementation of these programmes will be part of the “next phase proposal”. A think piece in terms of achieving results and fundraising should be added to the work plan for 2016.

### **What are we achieving? Stories of Impact and outcome**

For this Steering Committee meeting the progress of the year were presented through thematic stories of impact and outcome. These were presented in an open session with participation by other FAO departments and technical units, including leaders of two of the cross cutting Strategic Objectives. SC members were moved by the presentations which were easy to understand and digest and showed clearly the value addition of FFF. SC members congratulated the FFF team for its work which demonstrates change on the ground. The FFF was recognised to be unique as a very effective delivery mechanism to groups and organizations.

#### *Synthesis of the discussion*

- How can we be more strategic on getting local learning to global arena with a coherent approach?
- How can we balance quantitative and qualitative outputs and outcomes? Qualitative output is well documented with the M&L system in place but how can we show even more quantitative figures in terms of the outcomes?
- Caution was expressed against putting too much emphasis in climate change as the FFF would have to monitor impact in terms of mitigation but there is a potential for large scale land investment for and with people.

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

- There is a need to capture more recognition of local knowledge to solutions.
- Data of impact, and numbers need to be shown, for example through a spider,...
- FFF should expand its engagement with governments to show that the success of the FFF with forest and farm producer organizations is converted in national programmes.
- In the communication material, the FFF should be better marketed as a proven grant delivery mechanism, and as a resource to achieve the SDGs. Moreover FFF learning can be shared beyond the forest sector and be replicated and scaled up.
- Resources should be allocated i) to analyse success stories to develop further the understanding of the reasons for, and interventions of the FFF as well as its value added and ii) to urgently think about the next phase and look for funding beyond 2030.

### **The exchange training programme and M&L**

The M&L report was recognised to be a good way to share results. Monitoring efforts in the countries and in particular indicators developed by some countries show a strong ownership in this process as indicated in the Theory of change. National facilitators could be more engaged in the efforts.

The FFF team presented the results of the training conducted during 2015 and explained that the exchange visits are based on the needs expressed by the POs. It was shown through the FEDECOVERA example that actions are taken by the partners after the exchanges visits, and therefore that exchanges bring to knowledge. Outcome of knowledge activities such as a compendium of successful businesses targeted through Forest Connect demonstrates a broader network sharing platform.

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



- A knowledge platform will be developed on the web to share the material related to the ToT, the exchange visits and the M&L.
- Training to access finance for government (Noemi)

## **Communication**

At the occasion of the Steering Committee meeting a package composed of a video and five thematic factsheets was developed. It presents preliminary results of the implementation of the FFF and it illustrates some of the value added and impact of the FFF support on the ground. The impact of FAO policies on communication products was discussed.

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

- The Communications team will work further with FFPOs to produce figures and use information.
- The use of social medial, in particular Tweets and video will be further developed to promote figures on the FFF achievements.

## **Financial report**

The Financial report was approved. The FFF Manager said that most of the funds has not been implemented. The SC members and donors urged the FFF to use funds in a purposeful manner in relation to budget so funds are not overly accumulated.

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

- Management Team will inform donors accordingly if there are any changes in allocating the funds.

## **General comments**

SC members proposed to do some work around FFPOs value to deliver SDGs but also from a northern perspective to break down barriers of investment.

## **Mid-Term Evaluation**

The Mid-Term Evaluation team presented their methodology and timeline for the evaluation. Five countries will be visited by end of April 2016. The following criteria will be examined: relevance of the primary focus of the FFF, effectiveness, partnership and coordination (role of the SC), normative value (such as gender), sustainability and creation of ownership, coherence and synergies within FAO SOs.

### *Synthesis of the discussion*

- A SC member expressed a concern that the focus is only on the countries rather than the regional and global process.
- SC members were confident about the results of the evaluation, and understood the relevance and effectiveness of this evaluation but questioned its use?
- SC members agreed with the process and content of the evaluation however a concern was expressed on the word "efficiency", since the way the FFF works is already itself an outcome. It was explained that a detailed analysis will not be conducted but a review processes will be undertaken to look at the operational model and costs of delivery

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

- A follow up report will be produced in 2017 by the Management Team. It was requested by the SC that a draft of this report be ready for the next SC meeting.
- SC will convene a Skype meeting to discuss the report.

## **Partnership**

### *Synthesis of the discussion*

- SC members recognize the added value of the partnership dimension of FFF. They understood better the clear defined roles of IUCN and IIED however they felt the need to clarify more how work links to institutional work plans.
- The partnership should do more together to leverage funds.
- Although they are new procedures to share funds as a partnership and to sign LoAs with partners, the IUCN & IIED partnership should be formalized as FFF moves into next phase.
- While FAO is revising the process of corporate identity, the use of the FFF logo has been forbidden. This is a process FFF and FAO are working on to demonstrate the partnership's dimension.
- Agricord proposed to be more of an operational partner as per IUCN & IIED, and this was agreed by SC members.

### **Strategic Planning issues**

- SC members suggested the development of a longer term vision for the FFF as a service provider, with a wide geographical coverage by 2030 having a global impact in 50 countries.
- Markku was proposed to lead the process of developing a next phase draft with SC inputs and Emilia Arthur and August Temu volunteered to support him. This proposal should be based on the evaluation findings to get stronger argument, so timing is opportune.
- There is a communication challenge to show that FFPOs contribute to all SDGs, and the proposal for the next phase should reflex this. The upcoming publication on FFPOs and SDGs, using specific country cases, developed together with AgriCord will form a good basis for that.

### **Fundraising**

#### *Synthesis of the discussion*

- Although SC members are confident in the evaluation and feel confident in the FFF, there is a strong concern on the funding situation.
- The role of FAO in securing the FFF continuation was questioned.
- It was recommended not to talk about a "second phase" but about a multiyear budget.

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

- The core message of the FFF needs to be restyled, using figures, and other language, to show that the FFF is a model delivery mechanism to multi-stakeholder actors that contributes to achieve SDGs. This will make it selling to many audiences. A short flyer will be developed in these lines.
- Fundraising arguments could include the reactivity of strong POs to disasters, the social protection and the resilience of the people.
- FFF Management team should work on personal contacts and implement urgently the resource mobilization plan, following political priorities of the donor countries, and tailoring the message to each particular donor.
- Existing donors could help in mobilizing new donors. Indeed, AgriCord will include FFF in March 2016 into its discussion with donors.
- FFF Management team will ensure the allocation of funds for strategic planning. The mobilization effort should be at long term scale
- The Mid-Term Evaluation will be used as a tool to find innovation.

### **2016 Workplan**

The 2016 Workplan was presented by the FFF Management team.

### *Synthesis of the discussion*

- How does the overriding strategic plan of apex organizations align with the FFF plan, how do we go to another level. Should we have a global meeting?
- Changes in FAO in the last two years were explained by Eva Muller. She gave an outline of SOs and restructuring of divisions from two to one which offers an opportunity to manage technical staff body as one. These changes do not see any immediate issues for FFF.

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

- Links between other pillars should be strengthened to ensure that local organizations are fully represented at national, regional and global level but not over controlling organizations at national level.
- Support to key knowledge products will be established, such as a link to some of tenure work of RRI.
- An alternative workplan and worst case scenario for 2017 will be envisaged in case the funds stop. Emilia Arthur and Ignace Coussement volunteered to help in making the match between the workplan and the budget.

### **Next of meeting of the SC**

- At next meeting a new chair will be elected.
- At next meeting all SC members term will end :
  - Between now and next SC meeting, SC members will tell Jeff if they are willing to continue.
  - In case of succession beyond 3 years if all stay on, there should be an option to change over additional one year, 2 years, 3 years to keep flow and not have a major drop off.
- There should be a commitment from all members to keep a balance and knowledge with new members.