



# Executive Minutes Steering Committee Meeting

December 3-4, 2025  
World Food Programme, Rome  
In-Person and Virtual

**Executive Minutes**  
**Steering Committee Meeting**

December 3-4, 2025  
World Food Programme  
Rome, Italy  
In Person and Virtual

GAFSP Steering Committee Co-Chair  
Mr. James Catto  
Director, Office of International Development Policy, International Affairs  
United States Department of the Treasury

GAFSP Private Sector Window Donor Committee Chair  
Mr. Radio Save  
Commercial Agriculture and Sustainable Investment Lead | Global Food Security, Agriculture and Land  
United Kingdom Foreign, Commonwealth and Development Office

Accepted for the Steering Committee  
JAMES CATTO

**SIGNED JC**

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JAMES CATTO

Accepted for the Private Sector Window Donor  
Committee  
RADIO SAVE

**SIGNED RS**

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RADIO SAVE

## **DAY 1 – DECEMBER 3, 2025**

### **Session 1**

#### **Welcome, introduction of new participants and adoption of agenda**

The Co-Chair welcomed Steering Committee (SC) Members to the in-person Meeting, which was preceded by a virtual pre-meeting of the SC on November 10, 2025. The Minutes and List of Participants of the virtual pre-meeting of the SC have been included in Annex IV of these Minutes.

The Co-Chair introduced new Contributor members to the Steering Committee since the in-person SC meeting held in April 2025. They include Jane Bastin-Sikimeti representing Australia, Kordula Mehlhart representing Germany, and Mark Montgomery representing Ireland. Subsequently, the Co-Chair acknowledged SC members who were unable to attend and their replacements, including Kordula Mehlhart from Germany, Donal Brown from IFAD, Jianjun Xu from IADB, and Martin Fregene from AfDB. These members were represented by Jan Brix, Enika Basu, Isabelle Braly-Cartillier, and Philip Boahen, respectively. The Co-Chair also noted SC members participating virtually. They included Champak Pokharel as the Regional Representative for Asia, Rebecca Smart and Adam Templer as the member and alternate representing Canada, and Mark Montgomery representing Ireland. In addition, the Co-Chair welcomed the new CSO Members to the Steering Committee. They included Dr. Mathabo Tsepa and Benito Eliasi from the Southern African Confederation of Agricultural Unions (SACAU) as the new member and alternate representing the Africa Region, Clayton Simamao from the Samoa Farmers Association as the new member representing the Asia region, and Pauline Verriere and Marie Cosquer from Action Contre la Faim (ACF) as the new member and alternate representing the Global North. As Marie Cosquer was unable to join this SC Meeting, the Co-Chair recognized Bader Mahaman as her replacement during the meeting. Furthermore, the Co-Chair welcomed the new leadership team of the GAFSP Private Sector Window (PrSW) Secretariat, including Vally Khamisani (GAFSP PrSW Program Manager) and Zanele Hlatshwayo (GAFSP PrSW Deputy Program Manager). Lastly, the Chair welcomed Observers invited to this Steering Committee. They included Sally Gitonga and Claudia Huber as the Co-Chairs of the Technical Advisory Committee of the Business Investment Financing Track (BIFT), Estherine Lisinge-Fotabong from AUDA-NEPAD, Federico Spano from the Support Mechanism of the Global Alliance Against Hunger and Poverty, Peter Umunay from the Global Environment Facility, Martina Dorigo from the Adaptation Fund, and Lany Rebagay from Asia Farmers Association. The Steering Committee adopted the agenda proposed for the meeting.

### **Session 2**

#### **Opening Remarks**

In person remarks began with **Shobha Shetty, Global Director for Agriculture and Food (AGF) at the World Bank**, host of the GAFSP Coordination Unit (CU). Ms. Shetty thanked WFP for hosting the SC Meeting and recognized the enduring global challenges to which GAFSP's Vision 2030 responds. She shared an overview of the World Bank's new AgriConnect initiative, which aims to help millions of farmers move from subsistence to surplus, and noted the relevance and alignment of GAFSP's model and tools to this goal. Ms. Shetty remarked that GAFSP's Vision 2030 strategic plan would be bringing public and private financing tools together to de-risk and deploy innovative solutions to address hunger and poverty in low-income countries and underlined that GAFSP has set important precedents in working across institutional boundaries, incentivizing the integration of cross-cutting development outcomes, and de-risking private sector investment across agri-food chains.

The SC meeting thus represented an opportunity to build on these achievements and strategically position GAFSP for the next five years.

**Rania Dagash-Kamara, the Assistant Executive Director for Partnerships and Innovation for WFP** stated it was a pleasure to host the SC meeting, as GAFSP occupies a unique strategic place in today's food system landscape: breaking institutional boundaries and convening governments, producer organizations, private sector and multilateral partners to jointly align resources, priorities, and investments at scale, and acting as a coordination platform where ideas, capital, and implementation capacities converge to deliver results. She emphasized WFP's value in the Program in its ability to strengthen both the supply and demand within local food systems, especially in fragile and conflict-affected settings where markets are disrupted and risks are high. Ms. Dagash-Kamara highlighted that by 2027, 10 percent of WFP's food purchases will come directly from smallholder farmers and emphasized the importance of strengthening producer organizations as the backbone of this model.

In a video message, **H.E. Ms. Amina J. Mohammed, Deputy Secretary-General of the United Nations** commended the Program's efforts to deepen partnerships around systemic approaches to food systems transformation, referencing the Doha Political Declaration at the Second World Summit for Social Development and the Secretary-General's call to action at the Food Systems Summit Stocktake in July 2025, which reaffirmed integrated approaches for equitable policies, robust social protection and investments that reach those furthest behind. Ms. Mohammed indicated that GAFSP's Vision 2030 positions the Program as an implementation instrument through its different tracks and closed her statement with a call to act with urgency and solidarity, noting that the SC had the opportunity to translate Vision 2030 into real results and ensure that the poorest and most vulnerable are not left behind.

### Session 3

#### Panel Discussion on Building Resilient Food Systems in Fragile Contexts

This Panel Discussion explored how to move from repeated crisis response to long-term, country-led resilience in situations of fragility, conflict, and climate stress. Moderated by **Gabriel Ferrero (GAFSP Senior Strategy Advisor)**, it brought together perspectives from **Somalia's government (Abdihakim Ainte, Prime Minister's Office video message)**, **civil society (Pauline Verrière, ACF)**, **WFP (Richard Choularton)**, **FAO's Office of Emergencies and Resilience (Maxwell Sibhensana)**, and the **UN Food Systems Coordination Hub (Stefanos Fotiou)**.

The discussion began with a clear framing: fragility, conflict, climate shocks, and degraded natural resources are converging to drive acute hunger and instability. At the same time, they can also be entry points for transformation when investments, institutions, and policies are aligned. Somalia's experience illustrated this shift, moving from perpetual humanitarian response towards a nationally led transformation agenda anchored in its National Transformation Plan, which focuses on developing a shock-responsive social protection system and integrating public and private investments for agriculture, livestock, fisheries, and disaster risk management. Other panelists reinforced that resilience in such settings cannot be built through siloed "humanitarian vs development" approaches or separate food, climate, and peace agendas. Instead, integrated, long-term action is needed, rooted in local systems, markets, and institutions.

From their respective vantage points, WFP, FAO, civil society, and the UN Food Systems Coordination Hub converged on similar levers: restoring and protecting ecosystems with communities; linking resilience efforts to functioning markets and risk-management platforms; rebalancing financing so that agriculture and productive capacity are central to humanitarian response; and building local institutions that manage natural resources, mediate conflict, and sustain gains. Civil society stressed rights-based, inclusive governance,

especially through the Committee on World Food Security (CFS) – and the need for direct, innovative financing to non-state actors in contexts where governments are not recognized or are highly constrained. The conversation also highlighted youth as key actors in a redesigned food system, not just beneficiaries: as entrepreneurs, service providers, and co-creators of policy processes. Throughout, the panel returned to the challenge of overlapping pressures faced by countries affected by fragility and conflict. The panel recommended that GAFSP’s Vision 2030 should seek to respond to this through country platforms, multi-year financing, high-quality partnerships, and adaptive, evidence-driven programming.

## **Session 4**

### **Joint Update of Grant-Based Financing Track and Private Sector Window**

The CU presented the joint portfolio update covering the Grant-Based Financing Tracks (GBFT) and the Private Sector Window (PrSW) of the Program. The presentation highlighted the portfolio composition and distribution; the relative shares of country-led investments, technical assistance, PO-led grants, and PrSW operations; as well as regional allocation trends.

The PrSW Donor Committee Chair commended the joint update and praised the teams for this significant concrete achievement on the pathway towards coordination between GBFT and PrSW,

A key question raised during the discussion concerned the current functionality and usefulness of the GAFSP Portal. Members asked for clarity on how actively it is being used, whether all financing windows are fully integrated, and if it is positioned to serve as a reliable reporting tool. This prompted a broader reflection on how the Program presents its data. Members noted that while joint reporting of results across the different tracks is valuable, some indicators—such as numbers of beneficiaries or jobs created—carry different meanings depending on the track. They emphasized the need for clearer caveats to avoid misleading comparisons.

Furthermore, several members expressed their concern regarding the slow pace of project start-up and disbursement, particularly for country-led projects under the 6<sup>th</sup> Call. Given the limited time remaining in the current financing cycle, they stressed the urgency of improving efficiency before launching a new call for country-led projects. Other members sought clarification on the Program’s use of the term “Climate Smart Agriculture,” asking how GAFSP defines it, how it relates to agroecology, and whether a formal position exists.

The CU confirmed that the Portal has been updated to accommodate the BIFT pilot projects in the next reporting round, and that options to integrate data on PrSW projects are still being explored. The CU also committed to undertaking a deeper analysis of the factors driving weak disbursement in the 6<sup>th</sup> Call and to incorporating lessons learned into the design of future calls for country-led proposals. On methodology, the CU clarified that GAFSP follows MDB standards for climate finance reporting and FAO definitions for Climate Smart Agriculture and agroecology. The CU agreed to continuously improve GAFSP’s M&E activities in partnership with Supervising Entities (SEs) to ensure consistency, coherence, and high-quality reporting across the portfolio.

## **Session 5**

### **Business Investment Financing Track Pilot Stocktaking**

The CU presented an overview of the lessons learned from the first round of stocktaking under the BIFT pilot. The presentation highlighted BIFT pilot progress to date; status of the SE participation in the pilot and proposals

submitted during BIFT Pilot Phase 1 by ADB, AfDB, and IFAD; lessons learned in the process and adjustments made to BIFT Pilot Phase 2; potential strategic and operational changes; and recommendations for potential scale-up of BIFT.

The CU noted that institutional adaptations required for blended finance initiatives like BIFT take time; pre-allocated concessional funding, technical assistance, and administrative support enables and incentivizes proactive project development; and that expansion of PrSW investments to IDA blend countries helped increase project volume, with a strong leverage ratio (1:6.3).

[For clarity, the PrSW Donor Committee Chair emphasized that this change of targeting was approved in a pilot phase only for the UK PrSW funding and only for responding to specific food insecurity situations. Therefore, expansion to IDA blend countries is not agreed for future PrSW investments until and unless the PrSW Donor Committee has discussed a comprehensive expansion of the geographical eligibility beyond IDA only countries, and considered it in the context of the broader Vision 2030 strategic planning.]

Overall, the use of blended finance has proven effective in mobilizing additional resources and increasing impact and scale. Given the interest in drawing lessons not only from the BIFT pilot, but also on GAFSP's experience with blended finance, a comprehensive thematic assessment of private sector engagement across GAFSP financing windows and tracks is proposed for FY27.

The TAC Co-chairs shared positive feedback on the pilot's progress, noting its potential to catalyze private investment, support capacity building, and promote inclusion for women and youth.

The UK shared its concern regarding the limited coordination between GAFSP operations funded under different financing tracks on the ground, including with potential BIFT operations, and inquired about options to improve coordination in future grant-based financing track calls. The UK representative suggested to advance the timeline for the proposed evaluation of private sector engagement under GAFSP, rather than waiting until the BIFT pilot implementation phase is underway.

IFAD stated it values the initiative, noting that it stimulates collaboration between SEs. The African Development Bank expressed appreciation for the BIFT team's support, highlighting the success of the GAFSP private window due to clearly allocated resources, and stressed the importance of clear funding signals for building project pipelines.

FAO welcomed the evaluation of the Private Sector window and suggested that such evaluation provide comprehensive data and analysis—currently scarce—for example on the firms / enterprises supported, and on key aspects such as additionality, leverage ratio, deals structure, ticket size, and so on.

The importance of recognizing smallholder farmers, producer organizations, and cooperatives as part of the private sector was stressed, and clarifying the definition of "private sector" in the context of support would help guide future evaluations. FAO's role as a technical assistance SE, particularly in de-risking, and the need for knowledge and technical assistance were highlighted.

The FAO Investment Centre's published resources on blended finance practices and agri-food investment funds were noted as valuable tools for building a robust knowledge base. FAO suggested two particular resources: (i) "Do's and Don'ts of Blended Finance in Agrifood Investment Funds; and (ii) Investment Funds in the Agrifood Sector: Learnings from Emerging and Frontier Markets.

IDB requested the Steering Committee to consider broadening the list of countries eligible for BIFT support as relying solely on income level may not accurately reflect food insecurity and vulnerability. IDB Invest does not participate in the BIFT initial phase given the limitations on geographical coverage.

The TAC-BIFT Co-Chairs supported the SC member recommendations.

The CU responded to the inquiries stated above and noted that a proposed evaluation in FY27 would allow for the inclusion of some early lessons under the BIFT to inform its next phase and improve coordination with other GAFSP financing tracks under the GAFSP Strategic Plan (2025-2030).

Regarding synergies with the country-led portfolio, CU noted that proposal selection criteria incentivize coordination with public sector strategies and investments (supported by SEs either through GAFSP or outside the Program), and that the BIFT Pilot adopted a flexible approach to encouraging public-private partnerships. Each proposal considered under the Pilot must show how the intervention complements ongoing or planned public investments and aligns with government strategies and plans. On reflows, the BIFT modalities allow up to 20% of funds to be deployed as (non-repayable) grants and 80% as (repayable) concessional finance. This ensures both principal and earnings return to the BIFT for reinvestment, supporting a sustainable funding model.

In his closing remarks, the SC Co-Chair emphasized the role of the Private Sector Window in shaping blended finance experience and guiding the BIFT's design. The proposed thematic assessment of the Program would help GAFSP gain further insights. The SC approved the decision to conduct the assessment and mandated the CU to draft the terms of reference in consultation with the PrSW Secretariat. The SC recommended that the stage of development of each GAFSP financing window and track be taken into account in the design of the assessment.

## **Session 6**

### **CSO Update and Retrospective**

The session was facilitated by the GAFSP CSO Liaison Officer and began with a presentation of the CSO update by Dr. Mathabo Tsepa from SACAU, who reported on the activities carried out by the CSO Steering Committee (SC) members, including participation in global events such as CFS53 and COP30, as well as the work undertaken in developing the CSO Legacy Paper. In the second part of her presentation, Dr. Tsepa updated the group on the activities the Consortium of CSO Service Providers has been implementing since starting their assignment in May 2025.

The Consortium—composed of ActionAid International (AAI), the Eastern and Southern Africa Farmers Forum (ESAFF), the Asian Partnership for the Development of Human Resources in Rural Areas (AsiaDHRRA), and the Coordination pour des Actions en Santé et en Développement d’Haïti (COSADH)—is expected to conduct field visits to GAFSP-funded projects to gather insights into promising practices and innovations as well as field level challenges; and to collect lessons learned and stories from the field. The Consortium has completed field visits in Liberia, Haiti, and Burundi, and is preparing for upcoming visits to the DRC, Laos, Cambodia, and Tanzania.

In the third part of the session Maria Elena "Lany" Rebagay, representing the former CSO SC members, presented preliminary findings from the Legacy Paper, which documents the history of CSO engagement in GAFSP since 2010. The paper, which does not represent an SC-endorsed product, but rather was conceived by longtime CSO partners in GAFSP to share information and lessons learned with civil society peers as well as the GAFSP CU, outlines CSO strategies, achievements, and challenges encountered over the years, with the aim of supporting incoming CSO SC members as part of a structured “handover” from outgoing members.

Ms. Rebagay highlighted several topline findings, including that the GAFSP SC has historically offered CSOs high-quality participation opportunities, both in terms of the extent of engagement and the impact of their contributions. She also noted that outgoing CSOs value GAFSP as a “highly innovative mechanism.” She also

captured key CSO achievements, especially their primary goal of ensuring that GAFSP supports and enables the participation of small-scale family farmers. Key achievements included the creation of a dedicated Producer Organization (PO) Track—transitioning from the “Missing Middle Initiative” to a permanent funding channel—and the inclusion of regional farmers’ organizations. Other successes included the integration of POs into GAFSP project structures from design through evaluation, and the introduction of consultation criteria. At the same time, Ms. Regabay reported challenges linked to the redesigned participation structure, particularly the shift of field visit responsibilities to the CSO Consortium. She further outlined policy priorities pursued by former CSOs, such as promoting agroecology within Vision 2030, advancing gender and youth transformation, strengthening linkages with the UN Committee on World Food Security, and expanding CSO oversight of the GAFSP Private Sector Window.

The session concluded with recognition of the value of CSO participation in GAFSP. The UK representative expressed his commitment to supporting CSO engagement with the PrSW in his capacity as the Chair of the PrSW Donor Committee. The session ended with an expression of appreciation for the dedication of the outgoing CSOs, culminating in the presentation of a Certificate of Appreciation to Ms. Regabay, representing the Asian Farmers Association (AFA), the West African Network of Peasants and Agricultural Producers (ROPFA), and Action Aid USA.

## **DAY 2 – DECEMBER 4, 2025**

### **Session 8**

#### **Panel Discussion on Building Co-Financing Partnerships to End Hunger and Poverty**

This Panel Discussion focused on how global and regional financing mechanisms can work together more effectively to build co-financing partnerships that accelerate progress toward ending hunger and poverty, while maximizing co-benefits. **Gabriel Ferrero (GAFSP Senior Strategy Advisor)**, served as moderator for the panel, which consisted of **Estherine Lisinge-Fotabong (African Union Development Agency-NEPAD)**; **Federico Spano (Global Alliance Against Hunger and Poverty)**; **Philip Boahen (African Development Bank Group)**; and **Enika Basu (IFAD)**.

All four panelists emphasized that the primary challenge working together more effectively is not solely a lack of funding, but rather the fragmentation and poor integration of existing financing instruments. Effective co-financing requires moving toward coordinated, country-driven, and multisectoral investment frameworks supported by harmonized standards, strong government leadership, and complementary financing mechanisms.

Financing mechanisms can become more effective when they align around national and regional priorities — such as National Agricultural Investment Plans (NAIPs) under the Comprehensive African Agriculture Development Programme (CAADP)—rather than supporting disconnected projects. Panelists also emphasized that harmonized standards and streamlined reporting systems are critically needed. Using shared tools and common indicators, such as the CAADP biennial review metrics, can reduce administrative burdens that divert energy away from solutions, prevent duplication, lower costs, and accelerate project implementation.

Furthermore, panelists stressed that financing should play a catalytic role, leveraging multiple sources—including development banks, private sector investors, and climate funds—through coordinated investment packages. For example, grants and other de-risking instruments could enable innovative approaches that could be scaled up by governments and development banks without imposing unsustainable risks. In this

context, there was also a call to scale up proven, evidence-based interventions rather than continuously piloting new solutions.

The panel shared a clear consensus that GAFSP should be used strategically as a catalytic platform anchored in country leadership, focused on pipeline development, designed to de-risk and innovate, and structured to mobilize and align much larger flows of finance around shared national priorities. Actions they suggested GAFSP could undertake to unlock larger volumes of public and private finance and enhance impact included: investing in upstream project and program preparation; developing investment-ready pipelines; reducing fragmented development finance; serving as a coordination and convening platform, not just a funding mechanism; aligning partners around shared results frameworks, calls for proposals, and sequencing of investments; funding and de-risking pilots which can then be scaled by countries; and directing resources toward producer organizations, SMEs, women, youth, and smallholder farmers.

In the Q&A session, members of the audience emphasized the importance of translating the panel discussion into concrete action. They recommended that GAFSP focus on building partnerships by aligning with larger existing investments; look for new solutions and act on what has been learned; empower country leadership, including investing directly in national M&E divisions; align donor indicators with government systems and promote donor coordination; and recognize the importance of regional collaboration alongside country-focused efforts.

## **Session 9**

### **The Road to GAFSP's Vision 2030 Strategic Plan**

The CU presented to the Steering Committee the Vision 2030 strategic planning milestones that were achieved in FY25 and FY26. In addition, the CU presented the budget scenarios, minimum resourcing requirements, and strategic implementation options that were considered by the Evaluation & Strategy Working Group of the SC during the formulation of the proposed resourcing and implementation plan for Vision 2030. Furthermore, the CU presented the key components of the GAFSP Strategic Plan (2025-2030) as well as the next steps in operationalizing the Plan. The presentation thus provided the Steering Committee with the necessary background for decision-making Session 10.

## **Session 10**

### **GAFSP Strategic Plan (2025-2030)**

The Steering Committee thanked the CU and members of the Evaluation & Strategy Working Group for the transparent, participatory, and rigorous strategic planning process and milestones achieved since the April 2025 SC Meeting. SC members welcomed in particular the focus of the first phase of the proposed GAFSP Strategic Plan on (i) mitigating crises through resilience building investments and capacity building; (ii) reaching fragile contexts and vulnerable groups; (iii) activating all GAFSP financing windows and tracks; (iv) mobilizing co-financing and catalyzing larger scale public and private investments across agri-food value chains; (v) delivering better on cross-cutting outcomes/co-benefits; (vi) incentivizing linkages between GAFSP's Grant-based Financing Track and the Private Sector Window under the proposed calls for country- and producer organization-led proposals in FY26 and FY27; (vii) prioritizing high-quality and high-impact investments in innovations supporting smallholder farmers, including agroecological approaches; (viii) scaling those innovations through country-led approaches; (ix) exploring potential strategic alignments with the African Union's Kampala Comprehensive African Agriculture Development Programme (CAADP) Strategy and Action Plan and Global Alliance Against Hunger and Poverty; and (x) examining opportunities for improved coordination with a select number of global funds whose mandates are closely aligned with GAFSP's focus on supporting smallholder farmers, especially the Global Environment Facility and Adaptation Fund.

Joint statements in support of the proposed GAFSP Strategic Plan were shared by both the Regional Representatives and the CSO Members on the Steering Committee in advance of the Session. The statements have been included in Annex II and III of the Minutes respectively.

The Steering Committee approved the Vision 2030 Implementation Plan and Resourcing Plan as outlined in Section II of the Decision Note. In addition, the Steering Committee provided the CU with a mandate to develop a new Country-led Call for Proposals Package in consultation with the Evaluation & Strategy Working Group of the SC, which would be presented for review and approval to the next in-person Steering Committee Meeting. However, the Steering Committee requested that the CU (i) examine options to accelerate the timeline for presenting the next Call for Country-led Proposals package to the SC in FY26, while ensuring countries and their SE partners have sufficient time to prepare quality proposals; (ii) ensure fisheries and aquaculture sectors are explicitly covered under the Call; (iii) minimize the risks of overly complicating the design and management of the Program through any proposed operational changes and partnership development targets; (iv) refrain from jargon in the documentation package of the next Call for Country-led Proposals; and (v) assess the drivers of low disbursement rates under the 6<sup>th</sup> Call for Country-led Proposal and take lessons learned into account in the design of the next Call for Country-led Proposals to enable efficient implementation progress.

Furthermore, the Steering Committee provided the CU with a mandate to develop a 3-year Work Plan and Budget for the CU & Trustee that is aligned with the GAFSP Strategic Plan (2025-2030) and which would be presented for review and approval to the next in-person Steering Committee Meeting. Finally, the Steering Committee provided the CU with a mandate to update the existing Terms of Reference for the GAFSP Senior Strategy Advisor role and present it for (virtual) review and approval by the Steering Committee. The Steering Committee requested that the CU clearly specify the timeline, deliverables, and budget covered by the updated Terms of Reference.

## **Session 11**

### **Key Follow-Up Actions and Next SC Meeting**

The final session of the Steering Committee laid out the next steps for the CU based on the approved 2030 Strategic Plan and comments and requests from the Steering Committee over the course of the meeting.

These include transitioning the GAFSP Steering Committee Co-Chair role from the United States to Dr. Agnes Kalibata as a Regional Representative for Anglophone Africa; drafting the second phase of the FY26 CSO work plan and budget as well as a new three-year CU and Trustee work plan and budget.

By January, the CU would update the Terms of Reference (ToRs) for both the Evaluation & Strategy Working Group and the Senior Strategy Advisor. The CU would also draft new ToRs for a Joint GAFSP-Global Funds Strategic Coordination Group as well as a bilateral Operations Coordination Group, which are internal CU working groups that will facilitate the CU's engagements and communications with selected global funds. By May, the CU would draft a ToR for a thematic evaluation on GAFSP private sector engagement, which was approved by the Steering Committee.

The session discussed the significant launch preparation needed for the new call for country-led proposals, which will be led by the CU in consultation with the Evaluation & Strategy Working group starting in January. The CU agreed to explore options to accelerate the timeline for the launch of the new call in the first half of 2026.

The next SC meetings were tentatively scheduled for mid-March (Virtual SC Meeting) and early June (In-Person SC Meeting). A survey will be shared with SC Member in January to confirm the timeline, format, and location of the next SC meetings.

## ANNEX I: LIST OF MEETING PARTICIPANTS

### 3.1. GAFSP Steering Committee, December 3-4, 2025

	Last Name	First Name	Country/Organization
Co-Chair			
1	Catto	James	Director, International Development Policy, US Treasury, GAFSP Chair
Donors			
2	Bastin-Sikimeti	Jane	Australia
3	Templer	Adam	Canada
4	Smart	Rebecca	Canada
5	Watkins	Neil	Gates Foundation
6	Brix	Jan	Germany
7	Fernandez Sanchez	Monica	Spain
8	Haugen	Jen	United Kingdom
9	Save	Radio	United Kingdom
10	Singer	Jason	United States
Regional Representatives			
11	Kalibata	Agnes	Africa
12	Munyeneh	Emmanuel	Africa
13	Tenkouano	Abdou	Africa
14	Haryadi	FNU	Asia
15	Pokharel	Champak	Asia
16	Huerzeler	Benedikt	ECA
17	Quiros Romero	Melvin Fernando	LAC
18	Ghaffar	Jeehan Abdul	MENA

Donor Representatives in Non-Voting Status			
19	Janszen	Agnes	Netherlands
Supervising Entities (SEs)			
20	Iyer	Narayan	ADB
21	Boahen	Philip	AfDB
22	Bataba	Desiree	AfDB
23	Bdioui	ilyes	AfDB
24	Labella	Patrizia	FAO
25	Manssouri	Mohamed	FAO
26	Sibhensana	Maxwell	FAO
27	Xu	Jianjun	IADB
28	Basu	Enika	IFAD
29	Grosclaude	Marianne	WB
30	Shetty	Shobha	WB
31	Barrera	Julia	WB
32	Lenoci	Stefania	WB
33	Law	Ana	WFP
Civil Society Organizations (CSOs)			
34	Verriere	Pauline	Action Contre La Faim
35	Mahaman Dioula	Bader	Action Contre La Faim
36	Eliasi	Benito	Southern African Confederation of Agriculture Unions
37	Tsepa	Mathabo	Southern African Confederation of Agriculture Unions
38	Simamao	Clayton	Samoa Farmers Association
39	Rebagay	Lany	AFA
GAFSP Coordination Unit, WB			
40	Hayward	Natasha	GAFSP Program Manager

41	Kunda Ng'andwe	Pushina	GAFSP Deputy Program Manager
42	Van der Celen	Philip	Coordination Unit
43	Alamzai	Amanullah	Coordination Unit
44	Calixto	Silvana	Coordination Unit
45	Guerra	Alberta	Coordination Unit
46	Ferrero	Amb. Gabriel	Coordination Unit
47	Fitzgerald	Nora	Coordination Unit
48	Guerra	Alberta	Coordination Unit
49	MacNeil	Marcia	Coordination Unit
50	Magarotto	Cecilia	Coordination Unit
51	Mecagni	Laura	Coordination Unit
52	Sakhuja	Davinder	Coordination Unit
53	Usman	Muhammed	Coordination Unit
54	Vakhid Chiragzade	Rufiz	Coordination Unit
55	Yang	Shijie	Coordination Unit
56	Zelege	Alemayehu	Coordination Unit
57	Gitonga	Sally	Coordination Unit
58	Huber	Claudia	Coordination Unit
59	Catala Torres	Cristina Angels	Coordination Unit
GAFSP Private Sector Window Secretariat – IFC			
60	Khamisani	Vally	IFC
61	Hlatshwayo	Zanele	IFC
62	Friedrich	Julius Jakob	IFC
63	Jagwani	Anup	IFC
64	Kibirige Namugenyi	Elizabeth	IFC
65	Neelamraju	Kalyan	IFC
66	Onul	Kateryna	IFC

67	Park	Joon	IFC
68	Tabia De Four	Takiyah	IFC
GAFSP Trustee /Legal			
69	Pardo	Maria Lourdes	Legal
70	Achi	Laurant	Trustee
Invitees			
71	Spano	Federico	Global Alliance Against Hunger and Poverty/FAO
72	Lisinge-Fotabong	Estherine	AUDA-NEPAD
73	Moalosi	Kefilwe	AUDA-NEPAD

## ANNEX II: SUMMARY READ-OUT: PRIVATE SECTOR WINDOW DONOR COMMITTEE MEETING

### Summary Read-Out: Private Sector Window Donor Committee Meeting:

Dec 2, 2025

#### 09:00 – 09:15 | Opening Remarks

##### Speakers:

- *Eliza Namugenyi, IFC Director – Partnerships and Blended Finance*
- *Radio Save, Chair – GAFSP Private Sector Window (PrSW)*

The opening remarks emphasized the importance of blended finance in driving inclusive and sustainable agribusiness investments. Speakers highlighted GAFSP PrSW's role in strengthening food systems, mobilizing private capital, and supporting smallholder farmers through innovative financing mechanisms. They also welcomed participants and underscored the objectives of the meeting.

#### 09:15 – 10:15 | Views from the Ground: Conversation with IFC Agri Managers

**Moderator:** Sam Nganga, IFC Agribusiness Manager, Advisory/Upstream, East and Southern Africa

**Participants:** Anup Jagwani, Global Head of Agribusiness; Yosuke Kotsuji, IFC Agribusiness Manager, East and Southern Africa, Zeina Mouawad, IFC Agribusiness Manager, West and North

Africa, Ulyana Dovbush, IFC Agribusiness Manager, Middle East, Pakistan & Afghanistan; Sarah Ockman, IFC Agribusiness Manager, Advisory/Upstream, West and North Africa

IFC Agri Managers from multiple regions shared insights on operational realities, emerging trends, and investment challenges across global agribusiness markets. Discussions covered regional perspectives on climate impacts, supply-chain disruptions, input shortages, and opportunities to scale farmer linkages. The session reaffirmed the continued need for blended-finance solutions through risk-mitigation tools, while noting donor feedback that advisory and upstream (AS) resources should be more operationally integrated into the planning and appraisal of PrSW investments, rather than operating in parallel. Donors encouraged IFC to address any structural or trust-fund related constraints limiting such integration

### **10:35 – 11:25 | AgriConnect Deep Dive – Scaling Agribusiness Investments**

**Presenter:** Anup Jagwani

The session provided a detailed overview of **AgriConnect**, a flagship World Bank Group initiative aimed at integrating smallholder farmers into markets. The presentation highlighted how AgriConnect leverages finance, technology, and market access interventions to boost productivity, jobs, and food security globally. Key focus areas included digital tools for farmers, blended finance mechanisms, and strengthened value-chain partnerships.

### **11:25 – 12:30 | Client Voices: In Conversation with GAFSP Clients**

**Moderator:** Vally Khamisani

**Participants:** Lola Masha, John Alamu, Fiona Hoffman, Colomb Louisma

Clients from Africa and Haiti shared firsthand experiences implementing GAFSP-supported projects. They discussed the role of concessional finance in enabling scale, the importance of climate-smart agriculture, innovations in risk-mitigation and insurance, and lessons learned from working with smallholder farmers. The conversation highlighted measurable improvements in farmer incomes, operational resilience, and market participation.

### **12:30 – 14:00 | Working Lunch**

**Presenters:**

- *Natia Mgeladze*: Food safety, food loss prevention, and fortification strategies
- *Ahmad Slaibi*: Updates on IFC's Food Loss Impact Tool

Two thematic presentations were delivered over lunch. The first emphasized strengthening pre- and post-harvest systems to improve food security in GAFSP-supported markets. The second offered updates on IFC's Food Loss Impact Tool, including methodologies for estimating GHG emissions linked to food waste. The discussion highlighted donor interest in the practical uptake of the tool,

with a focused exchange on how it is currently being used, the extent to which it informs investment decision-making, and opportunities to more actively promote its adoption by other DFIs, impact investors, and interested agri-SMEs to scale its impact.

#### **14:00 – 15:00 | PrSW Program Update – Portfolio Update + Annual Report and Plan Review**

**Presenter:** Zanele Hlatshwayo

The session reviewed the performance of the PrSW portfolio, highlighting achievements, disbursement progress, pipeline evolution, and regional distribution, and summarized key findings from the annual report alongside operational priorities for the coming year. Donors engaged actively in the discussion, raising questions and providing feedback on deployment pace, pipeline quality, regional balance, and the effectiveness of instruments in delivering impact. Emphasis was placed on strengthening pipeline quality and deepening partnerships with agribusiness clients, while noting donor interest in clearer articulation of pipeline maturity, expected deployment trajectories, and alignment with strategic thematic priorities.

#### **15:00 – 15:30 | Monitoring & Evaluation Update – Results Framework**

**Presenter:** Emelly Mutambatsere

This session provided an update on the results framework and M&E approach. It covered progress on key indicators, improvements in data collection, and alignment with IFC and GAFSP reporting standards. Several recently completed and on-going impact evaluations were highlighted, illustrating how IFC/GAFSP PrSW deploy robust evaluative methodologies to validate realization of development impact and to offer opportunities for learning. The discussion highlighted the importance of evidence-based project assessments to demonstrate impact, especially in farmer reach, productivity gains, jobs-related effects, gender-disaggregated results, and climate outcomes.

#### **15:55 – 17:30 | GAFSP PrSW: A Forward Look and Next Steps**

**Presenter:** Vally Khamisani

The session outlined strategic priorities for the upcoming period, including strengthening blended-finance solutions, expanding support for fragile and low-income countries, and enhancing collaboration with IFC regional teams. Updated deployment data was shared, indicating improving momentum in approvals, including USD 73 million in board-approved deals to date, with additional potential approvals under the AAAP expected to be considered in the coming period. Donors welcomed the AAAP concept and expressed interest in further details on the nature and scope of potential GAFSP support, while encouraging caution in framing overall performance claims in official communications in light of historical deployment trends and the current balance between pipeline development and available resources.

Key next steps included continued efforts to increase deployment, including through the swap-rate buydown (SRB) pilot program, sharpening thematic focus areas (climate, resilience, digital agriculture), and optimizing operational processes to translate pipeline activity into realized impact.

1) Key Asks from IFC: Timeline Extensions, Reflows & Instruments

**Extensions**

The PrSW Secretariat (“PS”) presented the following requests to donors focused on aligning the PrSW with GAFSP’s Vision 2030 horizon:

- Extend the PrSW end-utilization date (EUD) from December 2026 to December 2030, broadly aligning with the Vision 2030 timeframe used on the Public Sector Window side.
- Extend the final tenure date from 2034 to 2038, to ensure adequate time for later-cycle projects approved toward the end of the extended EUD to repay.
- Extend the advisory window from December 2026 to December 2030 so that remaining advisory resources can be used without rushing into low-quality or opportunistic spending simply to meet a time limit.
- Deployment in IDA Blend and SRB / capital-depleting pilots.

**IDA Blend eligibility**

- PS asked donors to consider extending support to IDA Blend countries that remain relatively low-income and outlined early potential opportunities, which are being shared on an indicative basis. The United Kingdom recalled that previous IDA Blend investments were undertaken in response to specific food insecurity contexts and suggested that, as discussions evolve, it will be useful for donors to reflect collectively on IDA-only versus IDA Blend targeting, in coordination with the broader GAFSP funding tracks.
- *SRB leverage*: PS highlighted that SRB and similar capital-depleting tools deliver about 6–10x leverage versus historical 1:1 structures and could significantly increase impact if more reflows are directed toward them.
- *Cost allocation*: Donors requested clarity on whether SRB costs could be shared across all donors or assigned to opting-in donors, and IFC confirmed it can support either approach.

**Reflows expectations and implications**

- PS projected that a donor fund of the UK’s size (which is currently about 40% of the PrSW’s total liquidity) would generate roughly USD 5 million in reflows in 2026, rising by about USD 1 million annually under the current model with lower reflows if capital-depleting instruments expand. The UK noted the importance of greater clarity on the prospective use and treatment

of future reflows, particularly in the context of discussions on the deployment of currently available uncommitted resources. Canada stressed it needs clarity on how these scenarios affect its own reflows before supporting the proposed changes.

## 2) Donor Reactions: Conditions, Concerns & Need for a Structured Process

**Overall sentiment:** Donors welcomed the stronger pipeline and faster delivery but were not in a position yet to provide a firm view on the extensions, emphasizing the need for a structured, iterative decision process with frequent updates in the coming months while they get further clarity in parallel within their respective institutions.

**Canada:** Requested a short decision memo explaining operational benefits, pipeline/reflow implications, and expected KPIs (especially for IDA Blend and capital depleting instruments); stressed the need to understand reflow impacts and to ensure IDA Blend-country impact matches LIC performance.

**Netherlands:** Continues to remain overall relatively positive, however facing budget and staffing cuts and a shift to country-driven programming; cannot take a position before Q1 and needs to assess PrSW fit with new country strategies.

**United States:** Recognized improved performance but warned extensions are not automatic; prefers a mid-summer decision after multiple structured discussions and wants strong connection to WBG jobs agenda and clear complementarity with BIFT/Vision 2030. Encouraged continued stronger collaboration with PuSW and appreciated the IFC's reconsideration to submit the recent 11 teasers for consideration for the BIFT program.

**United Kingdom:** Raised concerns regarding environmental sustainability and climate-impact reporting. Supported more frequent structured consultations. Signaled caution on extensions, emphasizing accelerated deployment, particularly through the local-currency SRB program. Expressed a preference for fewer, larger platform or fund investments, such as AAAP, to enable broader SME reach across low- and lower-middle-income countries. Noted plans to hand over the PrSW chairmanship by March/April.

**GAFSP CU:** Natasha, Program Manager GAFSP PuSW, indicated full support for a PrSW EUD extension to align with PuSW's end year of 2030.

**Chair's request:** Asked that all donor-IFC exchanges be visible to the group to avoid fragmented or parallel processes.

## 3) Agreed Next Steps

- *Prepare a written decision package:* PS will develop a concise decision note covering the rationale for the EUD/tenure extensions, implications for the pipeline and reflows, criteria for IDA Blend eligibility, and linkages with Vision 2030.
- *Increase frequency of donor engagement:* Core donors requested more regular (monthly) structured consultations; PS committed to holding these and to encouraging transparency on all bilateral discussions.
- *Share pipeline (even at an informal stage), climate-tagging, and instrument details:* PS will regularly circulate updated pipeline data, climate/nature tagging methodologies, and instrument options (e.g., SRB, capital-depleting tools).
- *Support donor-specific follow-up:* UK: Separate follow-up on climate-tagging and attribution (ICF accounting). Canada+ UK: Additional clarity on reflows and IDA Blend impact KPIs.
- *Launch the formal extension process:* PS will begin the process for aligning PrSW dates with Vision 2030, incorporating donor feedback as materials are finalized.

**Decision timeline:** Aim for donors to reach a decision by the next donor meeting (April/May), while recognizing that some (e.g., US and Dutch) may require a mid-summer window for internal approvals.

## **16:50 – 17:00 | Closing Remarks**

**Presenter:** Joon Park

Closing remarks reaffirmed IFC’s commitment to leveraging blended finance to drive inclusive agricultural transformation. Joon Park thanked participants for their contributions and encouraged continued collaboration to scale impact through the GAFSP PrSW.

## **ANNEX III: STATEMENT OF GAFSP STEERING COMMITTEE REGIONAL REPRESENTATIVES**

### **Global Agriculture and Food Security Program (GAFSP) Steering Committee Meeting**

**2-4 December 2025**

#### **Joint Statement by the Regional Representatives: Africa, Asia, ECA, LAC & MNA**

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**The current global context for food and nutrition security is increasingly complex and fragile.** Conflicts, climate change, economic instability, and the lingering effects of the COVID-19 pandemic have disrupted food production, trade, and livelihoods, driving millions into hunger and malnutrition. Despite the signs

of decreasing world hunger in recent years, the geopolitical tensions and extreme weather conditions have driven about 638 to 720 million people into hunger in 2024, corresponding to 7.8 and 8.8 percent of the global population, respectively.<sup>1</sup> The prevalence of undernourishment is about 673 million globally, or about 8.2 percent of global population. The world has been set back 15 years, with levels of undernourishment comparable to those in 2008-2009 and is not on track to reach any of the seven global nutrition targets identified by the Sustainable Development Goals, by 2030<sup>2</sup>.

Rising food and fuel prices continue to strain household budgets, particularly in low-income and conflict-affected countries. At the same time, climate extremes and water scarcity are reducing agricultural productivity and threatening biodiversity, while inequality limits access to nutritious and affordable food. Together, these challenges highlight the urgent need for coordinated, sustained, and inclusive action to build resilient food systems that ensure food and nutrition security for all.

### **GAFSP Strategic Plan (2025-2030)**

**We support the GAFSP Strategic Plan (2025-2030) and proposed Strategic Implementation (Option 3) with its phased implementation as well as the Vision 2030 investment priorities.** This proposal integrates the assessment of global contexts, needs as well as priorities. We would like to underline the following observations:

- **Global mandate:** Maintaining a global mandate is crucial for GAFSP to preserve its foundational vision. It enables the program to address food and nutrition insecurity

<sup>1</sup> FAO, IFAD, UNICEF, WFP and WHO. 2025. *The State of Food Security and Nutrition in the World 2025 – Addressing high food price inflation for food security and nutrition*. Rome, FAO

<sup>2</sup>FAO, IFAD, UNICEF, WFP and WHO. 2024. *The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms*. Rome, FAO

across diverse contexts, foster global solidarity, and ensure support reaches the most vulnerable regions worldwide.

- **Leave no one behind:** At the center of GAFSP’s vision and projects should be the improvement of food and nutrition security to benefit vulnerable smallholder farmers, their families and communities to ensure that investments in food systems promote equity, resilience, and inclusive growth where they are needed most.
- **Country ownership:** It is crucial that GAFSP continues to play a critical role in supporting investments that are aligned with country strategies, policies, programs and plans. Strong policies and robust public institutions are essential for building resilient agrifood systems. They provide the enabling environment needed to coordinate actions, enforce regulations, and support farmers, markets, and communities in the face of shocks and stresses. Resilient food systems depend not only on technical solutions or private sector approaches but also on the capacity of institutions to guide, regulate, and sustain transformative change. We therefore welcome the proposal to develop new Country-led Call for Proposals Package and agree to mandate the Coordination Unit (CU) to prepare it, while taking into account the proposed process, including the Evaluation & Strategy Working Group.

- **Private sector:** We recognize that investments in producer organization and private capital mobilization also contribute to country plans and objectives. At the same time, unlocking the potential of private sector development in low-income and fragile context will require the development of new partnerships between governments, private investors, and civil society organizations as well as targeted investments and improvements for an enabling environment for smallholder producers and agribusinesses. As underscored in its Vision 2030, GAFSP is uniquely positioned to accelerate and scale up through its expanded financing toolkit such partnerships and innovative solutions in support of country plans and objectives for agriculture and food security.
- **Business Investment Financial Track:** We support the present initiative of Business Investment Financial Track (BIFT) designed by GAFSP and welcome its incorporation in GAFSP Vision 2030 to enhance agricultural business investments in private sector. Additionally, we support the CU to develop a Terms of Reference (TOR) for a comprehensive thematic evaluation of private sector engagement across GAFSP financing windows and tracks, to be launched in FY27. We encourage the private sector arms of the supervising entities to scale up blended finance and cost-effective solutions to benefit this food and nutrition security initiative. We view that:
  - BIFT intervention approach should be complementary to the private sector window of the GAFSP framework as articulated on the GAFSP Vision 2030.
  - BIFT should focus on developing less structured and broader value chain development in agriculture sector and secondary product development in agro- enterprises by linking them to farms to generate employment and income to attract youth in the sector.
- **Effective partnerships to development outcomes:** To address interconnected crises in agrifood systems amid declining Official Development Assistance (ODA), the international community should strengthen and leverage existing multilateral platforms and financing instruments rather than create new ones. This approach ensures efficient coordination, reduces fragmentation, and maximizes resource impact. With ODA increasingly shifting toward catalytic models, aligning public and private investments through established mechanisms, such as GAFSP offers a scalable, coordinated solution that builds on comparative advantages and avoids duplication. Also, we urge GAFSP to enhance the One GAFSP model and explore strategic partnerships and cofinancing arrangements with other global funds to unlock larger scale public and private investments in agrifood system policies, programs and innovations.
- **Strategic alignments:** Positioning GAFSP effectively requires aligning its investments with the needs of final beneficiaries while supporting countries' national commitments within the broader landscape of multilateral initiatives. By focusing on inclusive, demand-driven approaches, GAFSP can ensure that its projects directly improve food security, nutrition, and livelihoods at the local level. At the same time, harmonizing with national strategies and international frameworks enhances coherence, avoids duplication, and strengthens synergies with other development partners. This dual focus allows GAFSP to serve as both a catalyst for transformative change on the ground and a strategic contributor to global efforts, ensuring that investments are impactful, sustainable, and fully aligned with country priorities. In line with this, we support the first implementation phase of flagship initiatives of strategic GAFSP partners (such as African Union Kampala CAADP) and encourage to engage with further food system transformation strategies and programs in other regions, including at country level.

Going forward, we support mandating the CU to develop a 3-year work plan and budget for the CU and Trustee in line with the GAFSP Vision 2030 and GAFSP Strategic Plan (2025-2030). On the upcoming engagements, including the country led calls for proposal, we would like to share the following additional reflections:

- **Climate change and water security:** climate change and water security are vital for agrifood system transformation, as they affect every stage of production, distribution, and consumption. Rising temperatures and extreme weather conditions threaten crops, livestock, and fisheries, and endangering food and nutrition security. We recommend integrating exposure to such risks when establishing criteria for calls for proposals. This would ultimately contribute to resilient, equitable, and sustainable food system pathways that reduce emissions, strengthen adaptation, and protect both planet and food system health.
- **Gender:** Applying a gender lens and integrating gender-sensitive approaches to agrifood system transformation is essential. Despite their key roles in production, processing, and nutrition, women often face barriers to land, credit, and decision-making. We welcome integrating gender perspectives in the Vision 2030 principles promoting equal opportunities, empowering women, boosting productivity, and ensuring that agrifood system transformations are inclusive, sustainable, and effective. The results framework should systematically track gender-related progress to provide robust, evidence-based insights that reinforce GAFSP's commitment to inclusivity and impact.
- **Fragile, conflict, and vulnerable (FCV) contexts:** We welcome the attention to the FCV contexts in Vision 2030. Targeting FCV contexts is essential for meaningful food system transformation worldwide, as these areas face the highest levels of food insecurity and system disruption. Conflict and instability weaken production, markets, and livelihoods, making inclusive and conflict-sensitive approaches critical. Addressing FCV contexts helps build resilience, support peacebuilding, and ensure that transformation efforts contribute to lasting food security and stability.
- **Strategic communication is essential:** As a multilateral platform operating in an increasingly complex and fragmented development landscape, GAFSP should consistently articulate its value proposition as a catalyst fund that serves as incentive setter, connector and de-risker, demonstrate results, and reinforce its comparative advantages to diverse stakeholders, including donors, recipient countries, civil society, and the private sector. Effective and consistent messaging builds trust, mobilizes resources, and reinforces GAFSP's value in a complex development landscape. By showcasing results and leveraging data-driven narratives, GAFSP can continue to strengthen its position as a high-impact platform and ensure alignment with global efforts to transform agrifood systems.

**Finally, we extend our sincere appreciation to the GAFSP donors for their continued commitment.**

Together, we have the opportunity to build on our achievements and turn Vision 2030 into reality, driven by a robust GAFSP replenishment. We also thank the GAFSP CU and the Senior Strategic Advisor for the inclusive and collaborative process in preparing the Vision 2030 Strategic Plan. The open consultations, transparent communication, and opportunities for all stakeholders to provide input have strengthened both the quality and relevance of the documents. In our view, this participatory approach reflects GAFSP's commitment to a multistakeholder partnership, accountability, and shared ownership, ensuring that diverse perspectives are meaningfully reflected in decision-making. Such inclusiveness not only enhances trust and alignment among partners but also reinforces GAFSP's role as a platform that

drives equitable and effective action toward global food and nutrition security. We are looking forward to staying engaged during the implementation phase of Vision 2030.

#### **ANNEX IV: STATEMENT OF GAFSP STEERING COMMITTEE CIVIL SOCIETY ORGANIZATION REPRESENTATIVES**

##### **CSOs' Statement on the Endorsement of the GAFSP Strategic Plan (2025–2030)**

###### **GAFSP Steering Committee meeting Rome, December 3<sup>rd</sup>, 2025**

Esteemed GAFSP Steering Committee Members,

As the newly designated representatives of civil society organizations (CSOs) in this space, we are honoured to have the opportunity to reflect on, and contribute to, this important decision.

Although we are new members and relatively new to this specific process, CSOs have a long standing engagement with the GAFSP, and we are deeply aware of the challenges faced every day by millions of people around the world as a result of hunger, climate-related disasters, inequality, conflict, and fragility.

We firmly believe that an instrument such as GAFSP can play a decisive role in the eradication of hunger. In this regard, we welcome the fact that, despite the overall decline in global financing for agriculture, GAFSP continues to seek effective pathways to maximize the impact of scarce financial resources and to promote synergy, coherence, and coordination in an increasingly fragmented development landscape.

We wish to express our sincere appreciation to all those who have contributed to the development of the GAFSP Strategic Plan 2025–2030 and, with this statement, we hereby formally endorse it, while respectfully underscoring the following key points:

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#### **1. Participation of Civil Society Organizations**

We commend the fact that CSOs can participate fully and meaningfully in the governance of GAFSP, and that the Program explicitly acknowledges the critical role of civil society in global decision-making spaces.

Our mission is to support and strengthen the role of small-scale food producers and their organizations as central actors in achieving food security and nutrition at all levels. This begins at country level, through their effective inclusion in project design and implementation, and extends to the global level, through their representation in the main governance bodies.

We therefore strongly encourage that the centrality of small-scale farmers and their organizations within GAFSP, and across all GAFSP operations, be further consolidated, formally recognized, and adequately resourced.

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## **2. Central Role of Producers’ Organizations (POs) in Achieving Food Security and Nutrition**

GAFSP is one of the few financial mechanisms that provide direct support to producers’ organizations. This is the result of a long and visionary journey, during which the PO track has continued to expand and grow, clearly demonstrating both its relevance and the persistent need for further support.

We are pleased to note, in the proposed phased approach, that a new Call for Proposals (CfP) for POs is envisaged for 2027. We regard this as one of the most effective ways to support those who produce the food on which we all depend and to strengthen their organizational, technical, and financial capacities in a sustainable manner.

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## **3. Supporting the Transition to Sustainable Food Systems**

We strongly believe that promoting sustainable agriculture, in particular through agroecological principles related to food system transformation, is one of the most viable and coherent options for addressing the interlinked food, climate, biodiversity, and socioeconomic challenges of our time.

GAFSP should fully leverage its potential to drive innovative, context-specific solutions by building on its integrated structure, which enables coordination among partners, mutual learning, and robust knowledge generation. This should include mechanisms that ensure that lessons learned and good practices from farmers, producers’ organizations, and institutions are systematically captured, shared, and scaled up.

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## **4. An Integrated and Coherent Approach**

We encourage GAFSP to further strengthen its ambition to foster agricultural development, climate resilience, improved nutrition, women’s empowerment, and decent youth employment in a truly integrated and coherent manner, also through better coordination with the Committee on World Food Security (CFS).

This implies, inter alia:

- Ensuring that gender equality and youth inclusion are consistently mainstreamed across all windows and operations.
- Promoting approaches that simultaneously address productivity, resilience, environmental sustainability, and social inclusion; and
- Encouraging alignment with national policies and strategies, while preserving and enhancing the space for community-led and rights-based initiatives.
- Strengthening the implementation of the CFS policy instruments by also including policy level activities within GAFSP projects.

As CSOs and POs, we'd like to respond positively to all the questions posed, and we reaffirm our commitment to continue playing our part, and to support GAFSP's collective efforts, in placing food producers and their organizations at the centre of strategies to achieve sustainable and nutrition sensitive food systems.

We look forward to a renewed phase of close collaboration and constructive dialogue in the implementation of the GAFSP Strategic Plan 2025–2030.

Statement delivered on behalf of the three GAFSP CSOs SC members:

**Action Contre la Faim (ACF)** for the Northern constituency

**The Samoa Farmers Association (SFA)** for the Southern constituency - Asia region

**The Southern African Confederation of Agricultural Unions (SACAU)** for the Southern constituency – Africa region

#### **ANNEX V: Minutes and List of Participants, Virtual Steering Committee Meeting, November 10, 2025**

### **Executive Minutes GAFSP Virtual Steering Committee Pre-Meeting November 10, 2025**

#### **Session 1: Welcome 8:30-8:35 am**

The Co-Chair welcomed participants to the virtual pre-meeting of the Steering Committee in preparation of the in-person Steering Committee (SC) Meeting, which will take place from December 3-4 at the headquarters of the World Food Programme (WFP) in Rome. The Co-Chair recognized the efforts of the Coordination Unit (CU) and the Senior Strategy Advisor to continue to engage and consult the SC around the Vision 2030 report, which was endorsed at the April 2025 SC Meeting, including the feedback received from SC Members at that time to develop a realistic Vision 2030 resourcing and implementation plan. The Co-Chair subsequently introduced the proposed agenda to SC Members, which was officially adopted by SC Members.

#### **Session 2: Financial Status 8:35-8:50 am**

The Trustee gave an overview of GAFSP's financial status, including the overview of funding status, contribution, investment income, and funds available. As of September 2025, GAFSP received total resources of about \$2.3 billion, which includes \$2.2 billion in cash receipts and \$187 million in investment income. The total volume of funds available to the SC for decisions amounted to \$213.9 million with an additional \$4.7 million expected in April 2026. The Trustee also noted that updated Financial Procedures Agreements (FPAs) have been signed with all Supervising Entities (SEs) except IDB Invest and IFC. The Trustee expects to close the negotiations with IDB Invest by the end of the calendar year, whereas the signing of the FPA with IFC is contingent on the submission of IFC proposals under the ongoing Business Investment Financing Track (BIFT) Pilot.

Following the overview presented by the Trustee, the UK requested the Coordination Unit provide additional information regarding (i) the share (%) of cash receipts that represents active projects under implementation vs closed projects; and (ii) the share (%) of contributions (by contributor) that is currently committed vs unallocated. The Trustee clarified that donor contributions are co-mingled in the Financial Intermediary Fund (FIF) and not tracked by individual contributor. A proxy that could be used is a contributor's share in the overall GAFSP funding. The CU agreed to provide the most up to date information regarding (i) to the UK following the virtual pre-meeting.

The Private Sector Window (PrSW) Secretariat provided a financial status update for the PrSW. As of June 2025, cash receipts for the PrSW amounted to \$426 million, including \$59 million dedicated to Advisory Services and \$367 million dedicated to Investments. The total volume of funds that remain undisbursed amounted to \$251.3 million dedicated to Investments and \$14.6 million dedicated to Advisory Services. The Regional Representative for Asia inquired whether there are any prospects for allocating a share of the \$251.3 million in undisbursed investment funds to the BIFT. The PrSW Secretariat indicated that the PrSW focus is on strengthening collaboration with the FIF and exploring potential co-financing opportunities; not allocating resources directly to the BIFT.

### **Session 3: Preview of Vision 2030 Strategic Plan 8:50-10:45 am**

GAFSP's Senior Strategy Advisor underlined that the Vision 2030 resourcing and implementation plan to be proposed at the in-person Steering Committee Meeting would help activate the "One GAFSP" model embedded in Vision 2030, while taking into account the resource constrained aid environment in which the Program currently operates.

SC Members congratulated the CU for the significant progress made since the April 2025 Steering Committee in formulating a realistic implementation and resourcing plan for Vision 2030. SC Members sought further clarifications from the CU regarding the proposed (i) engagement strategy with other vertical funds and potential volume of co-financing that could be mobilized; (ii) implementation of the long-list of indicative operational changes and partnership development targets under future calls for proposals; (iii) the prioritization of different cross-cutting outcomes; (iv) co-financing and private capital mobilization requirements and targets, especially in fragile contexts and less advanced segments of agri-food chains; (v) role of bilateral sources of co-financing; and (vi) relationship with the AgriConnect initiative launched during the most recent Annual Meeting of the World Bank Group (WBG).

The CU clarified that it has engaged vertical funds (GEF, AF, CIFs, GCF, and FRLD) at both leadership and technical levels since the April 2025 SC Meeting, including through a series of technical workshops with

representatives of the vertical funds. While possible programmatic entry-points for collaboration have been identified with each vertical fund as a result of the engagements, readiness levels vary and the precise volume of resources that could potentially be mobilized as co-financing sources remain to be confirmed. In addition, the CU underscored that the long-list of indicative operational changes and partnership development targets would need to be interrogated further by the evaluation & strategy working group following the adoption of the Vision 2030 Strategic Plan. In this context, a reasonable balance between ambition and complexity will need to be reflected in the guidelines governing future calls for proposals, while taking into account GAFSP’s core mandate and lessons learned from past calls for country-led proposals. The long-list of indicative operational changes and partnership development targets would be explicitly excluded from the decision points put forward to the upcoming in-person SC Meeting. Similarly, the evaluation and strategy working group would need to find a balance between hard- and soft-wiring incentives for countries to deliver on a broad range of cross-cutting outcomes under future calls for proposals as part commitments made under national strategies and plans. Furthermore, the CU clarified that Vision 2030 foresees higher levels of concessionality to address the needs of the most vulnerable countries and segments in the food system under GAFSP’s Grant-based Financing Track, while creating opportunities to access new markets and sources financing for more advanced segments under the BIFT and PrSW. Importantly, bilateral grant resources could be mobilized at the country level as part of national programs co-financed by a broad range of development partners. Lastly, the agenda of the GAFSP Donor Committee (DC) and Steering Committee meetings provide the necessary space to DC and SC members to discuss the relationship between the WBG’s AgriConnect initiative and the Vision 2030 Strategic Plan.

**Session 4: Preview of In-Person Donor Committee & Steering Committee Agenda  
10:45-10.55 am**

The CU presented the draft agenda proposed for the upcoming in-person Steering Committee. The CU explained in particular the objectives of each session included in the agenda. In addition, the CU highlighted the relevant decision points that will be put forward for approval by the Steering Committee.

**Session 5: Closing Remarks  
10:55-11:00 am**

The Co-Chair closed the meeting by thanking participants for their participation and contributions to the virtual SC pre-meeting.

**List of Participants, Virtual SC Pre-Meeting**

Last Name	First Name	Country/Organization
Achi	Kindia Laurent Sebastien	WB
Adubofuor	Agartha	GAFSP CU
Alamzai	Amanullah	GAFSP CU
Arboleda	Leah	ADB

Bahalim	Ammad	Gates Foundation
Basu	Enika	IFAD
Brix	Jan	BMZ
Calixto	Silvana Elizabeth	GAFSP CU
Catto	James	US Dept of the Treasury
Eliasi	Benito	CSO
Fernandez	Monica	AECID
Fernando Quiros Romero	Melvin	LAC
Ferrero	Gabriel	GAFSP CU
FitzGerald	Nora	GAFSP CU
Grosclaude	Marianne	WB
Guerra	Alberta	GAFSP CU
Haryadi	Haryadi	WB
Hayward	Natasha	GAFSP CU
Hlatshwayo	Zanele	IFC
Huerzeler	Benedikt	WB
Iyer	Narayan	ADB
Janszen	Agnes	Netherlands
Jean	William's	Canada
Keizire	Boaz	Africa
Khamisani	Vally	IFC
Labella	Patrizia	FAO
Law	Anna	WFP
MacNeil	Marcia	GAFSP CU
Magarotto	Cecilia	GAFSP CU

Manalo	Charmaine	ADB
Munyeneh	Emmanuel Plingloh	Africa
Neelamraju	Kalyan	IFC
Ng'andwe	Pushina Kunda	GAFSP CU
Nyman	Jessica	Norway
Pardo	Maria Lourdes	WB
Pokharel	Champak	Nepal
Sakhuja	Davinder	GAFSP CU
Save	Radio	UK FCDO
Singer	Jason	US Dept of the Treasury
Srinivasan	Viji	WB
Tenkouano	Abdou	Africa
Tsepa	Mathabo	CSO
Usman	Muhammed	GAFSP CU
Van der Celen	Philip	GAFSP CU
Veillerette	Benoist	FAO
Williams	Melissa	WB
Xu	Jianjun	IDB
Yang	Shijie	GAFSP CU
Zelege	Alemayehu	GAFSP CU