Department for Energy Security & Net Zero

Forest and Climate Leaders’ Partnership (FCLP).

Annual Review 2025.

March 2026

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Contents

Section A: Summary and overview

Title: Forest and Climate Leaders' Partnership (FCLP)		
Programme Value £ (full life): Up to £6m (excluding VAT) as RDEL		**Review date:** 1st January, 2025 – 31st December, 2025
Programme Code: GB-GOV-25 -ICF-0047-FCLP	**Programme start date:** November 2023	**Programme end date:** 2029/2030

Year	**2024**	**2025**				
Overall Output Score	NA	A+				
Risk Rating	Moderate	Moderate				

Link to Business Case:	*Devtracker Link to FCLP Business Case*
Link to Logframe:	To be published alongside annual review
Link to previous Annual Review (if appropriate)	Devtracker Link to previous annual review

Description of programme

Under the UK Presidency of COP26, over 140 governments signed the Glasgow Leaders' Declaration on Forests and Land Use (GLD), committing to halt and reverse forest loss and land degradation by 2030 while promoting sustainable development. To support this, the UK helped establish the Forest and Climate Leaders' Partnership (FCLP), a coalition of 36 countries plus the EU, focused on achieving the goals of the declaration. This programme has funded the establishment of a Secretariat to support FCLP members from 2024-2030.

The FCLP is framed around four pillars: i) high level political attention on forests, ii) policy action areas, iii) national action, and iv) demonstrating impact. Pillar 2 (policy action areas) is represented by the FCLP workstreams (carbon markets, indigenous peoples and local communities (IPLCs), greening construction with sustainable wood, and debt). Pillar 3 (national action) is focussed on the country package approach to supporting countries achieve national forest ambitions.

The FCLP is purposefully a coalition of global North and South governments, with shared representation across all levels of governance. FCLP is governed by a Steering Committee of ministers from ten countries (Colombia, Costa Rica, DRC, France, Germany, Ghana, Kenya, Norway, UK and USA). 2025 marked the first year with the UK as co-chair alongside Guyana.

Summary of progress and supporting narrative for the overall score

The FCLP programme has delivered beyond expectations in 2025 and scores an A+. As detailed below, this represents a mixed picture across the programme, scoring well on high-level political presence, momentum and deliverables and less strongly on delivering national action. FCLP's work to support national action shows limited progress to-date; however, there is clear appetite from countries to engage, and seven countries are in the process of developing forest packages, which will begin demonstrating impact in 2026.

Commented [JM1]: Would we expect it to score highly across all to get an exceeding expectations score?

Commented [LS2R1]: There is a scoring template from PMO I used. My experience is it doesn't need consistent scores - it's more overall average.

More broadly, in 2025 the FCLP had a palpable sense of momentum. It grew its membership by four new members from across different continents, demonstrating how the FCLP speaks to forest countries globally. FCLP's communications strategy was strengthened significantly, driving increased media coverage, including ~200 articles across 28 countries, a re-launch of the website and a doubling in the number of social media followers. Throughout 2025 FCLP also strengthened its strategic relationship with the COP30 President, Brazil. This included Brazil co-authoring the breakthrough Forest Finance Roadmap and it co-chairing the IPLC workstream, which delivered the pathbreaking Inter-Governmental Land Tenure Commitment.

Overall, whilst some programme components could show more demonstrable impact, the FCLP is clearly demonstrating itself to be an effective platform to convene, unite and motivate members across the forest agenda.

Progress against recommendations from the last review

Recommendation	Progress
Finalise logframe with delivery partner and agree reporting requirements and rhythm of reporting	*Achieved.*
UK as co-chair to lead FCLP Secretariat Board (operational committee) to reach agreement on 2025 budget and resourcing.	*Achieved.*
UK as co-chair to lead FCLP members to agree 2025 priorities and workplan across FCLP activities	*Achieved.*

Major lessons and recommendations for the year ahead

Recommendation	Deadline
Finalise Theory of Change for FCLP's Pillar 3.	*31/03/2026*
Create a strategy with the FCLP Secretariat and Guyana to strengthen existing FCLP member engagement.	*30/06/2026*
Amend the FCLP logframe so that it better aligns with FCLP workplan, and UNOPS data reporting.	*30/06/2026*
Develop a clear work plan for the country packages, demonstrating read across to pillar 4.	*30/06/2026*
Work with FCLP Secretariat to budget the remaining ringfenced funds for Country Packages and creating a MEL framework to capture the impact of this financial support.	*30/06/2026*
Undertake an analysis of deforestation rates in FCLP member countries.	*30/09/2026*

Commented [JM3]: @Lewis, Ed (Energy Security) good to think about what that might look like?

Commented [MS4]: Ed - recs table?

Section B: Theory of change and progress towards outcomes

Summary of the programme's theory of change, including any changes to outcome and impact indicators from the original business case

The FCLP Secretariat's theory of change (ToC) is based on the premise that a small group of governments with high ambition can build and maintain political level leadership on forests, land-use and climate in order to accelerate action on forests.

This ToC is built on the assumption that a fully-funded, professional Secretariat ensures the operational and technical assistance needed for a government-led platform to meaningfully engage and effect policy outcomes and that these government members can utilise their high-level leadership and political levers to attract financing from a range of state and non-state actors to then implement change at the country level.

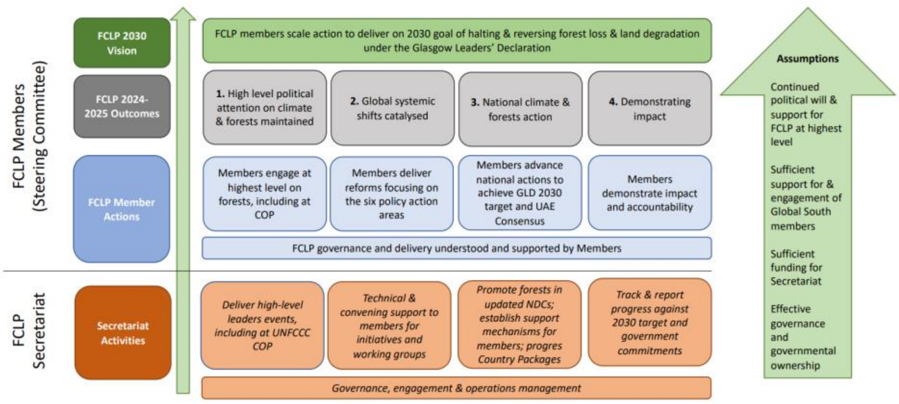

Figure 1: FCLP Strategy

The FCLP platform is unique in the genuine partnership between global South and global North to jointly develop and implement forests, land-use, and climate initiatives and its link back to the global climate agenda through the Glasgow Leaders' Declaration on Forests and Land Use. The Secretariat's role is to provide the technical and operational inputs, to convene the members, and to bring in appropriate external partners and expertise when necessary to help the FCLP to achieve its goals. The notion and assumptions of the FCLP ToC still hold true. There have been no changes in 2025 to the outcome or impact indicators.

Progress against the expected outcomes and impact, and actions planned for the year ahead

Overall, the FCLP had a very successful year in 2025. This was particularly evident against its ambition to create and maintain high level political attention on climate and forests. Across a series of high-level events spanning London and New York Climate Weeks, the UN General Assembly and COP30, FCLP showcased leadership across the forest agenda. These events represented the platforms from which FCLP members could launch and endorse a suite of policy commitments designed at helping drive global action. This included a goal to recognise 160 million hectares of IPLC lands in tropical forest countries - a breakthrough in mainstreaming the critical voice of forest guardians in preserving the world's forests.

Commented [JM5]: @Lewis, Ed (Energy Security) worth thinking about framing here - the events were only there to showcase the activities/actions - need to be careful that we are not suggesting that the events are the activity?

An outcome of the programme that will require further consideration in 2026 is how to link cross-country dialogue with specific outcomes at country level. The FCLP's pillar 3, focussed to date on the country package approach, is insufficiently linked to the workstreams under pillar 2 and demonstrates limited impact, despite appetite from countries to engage. A review of how FCLP's pillars strategically align with each other will also support FCLP's last outcome of delivering impact. With COP30, the 'COP in the forests' now completed, there is a risk that forests fall down the political agenda in the coming years. FCLP has a challenge in 2026 to build on the excellent momentum in 2025, sharpen its focus, and solidify its ability to deliver in an increasingly fractious geopolitical landscape.

Logframe updates since the last review

The FCLP logframe was finalised in early 2025 in conjunction with the FCLP Secretariat, as per the 2024 Annual Report's recommendations. There have been no changes to the logframe in 2025.

Section C: Output scoring

Output 1: *FCLP members engage at highest level on forests, including at COP*

Output Title	FCLP members engage at highest level on forests, including at COP		
Output number:	1	Output Score:	A++
Impact weighting (%):	40	Weighting revised since last AR?	No
Risk rating:	Moderate	Risk revised since last AR?	Yes, from NA.

Indicator(s)	Milestone(s) for this review	Progress
***1.1**:* Number of external-facing leader and ministerial-level FCLP meetings (cumulative).	*7*	Progress substantially exceeded expectation. 15 2023: NYCW, COP28 2024: NYCW, COP29, COP16 2025: LCAW (Kew Ministerial), NYCW (SC Ministerial, IPLC Ministerial, CP Ministerial, FFR Launch), COP30 (FCLP AMM, CP Launch, ILTC Launch, Timber Principles Launch, JREDD Coalition)
1.2: # FCLP member announcements at COP featuring forests and land use (cumulative)	*30*	*Progress moderately exceeded expectation.* 37 Principles for Responsible Timber Construction: 12 members ILTC: 15 members JREDD Coalition: 9 members Country Packages: 1 member
***1.3**:* % of speakers of FCLP organised events who are women, global south, and/or indigenous peoples representatives (non-cumulative)	*40%*	*Progress substantially exceeded expectation.* Average: 70% LCAW Kew Event: 67% NYCW IPLC Ministerial: 75% NYCW CP Ministerial: 33% NYCW FFR Launch: 83% COP30 CP Launch: 78% COP30 ILTC Launch: 85% COP30 Timber Principles Launch: 67%

Commented [JM6]: Anything re: forest finance roadmap here?

Commented [LS7R6]: I think let's leave as is because: a) I've included FFR in below in the 'other achievements' section. b) it was launched at NYCW and c) members didn't strictly announce/endorse it like these other deliverables.

Output summary and supporting narrative for the score

Output 1 clearly demonstrates FCLP's strongest attributes: leading, convening and communicating. Whilst COP30, the COP in the forest, may have resulted in more leader level moments on forests than average, FCLP is also seizing leader level moments at London and New York climate weeks, creating momentum through a steady cadence of convening moments. This culminated at COP30, where FCLP was behind multiple high-level policy deliverables across the forest agenda.

Indicator 1.1 substantially exceeded its milestone in part due to London Climate Action Week (LCAW) being a larger and more strategically valuable event than anticipated. Whilst not planned for, FCLP co-organised an event at Kew Gardens that focussed on forest finance and the Tropical Forests Forever Facility (TFFF). This highly successful ministerial event was a crucial stepping stone in 2025 for both the FCLP's Forest Finance Roadmap and broader TFFF discussions ahead of New York Climate Week (NYCW).

Indicator 1.2 moderately exceeded its milestone in 2025. The two standout FCLP policy announcements were the Intergovernmental Land Tenure Commitment (ILTC) and the Principles for Responsible Timber Construction. Overall, 62% of FCLP members announced endorsements of at least one FCLP policy initiative but only 24% of members endorsed more than one (Table 1).

	Workstreams			
FCLP Members	**Carbon**	**IPLCs**	**Timber**	**Country Packages**
Australia				
Belgium				
Cambodia (joined 2025)				
Canada				
Colombia				
DRC				
RoC				
Costa Rica				
Denmark				
Ecuador				
Ethiopia				
EC				
Fiji				
Finland				
France				
Gabon				
Germany				
Ghana				
Guyana				
Japan				
Kenya				
Korea				
Netherlands				
Nigeria				
Norway				
Pakistan				
Papua New Guinea (joined 2025)				
Paraguay (joined 2025)				
Peru				
Singapore				
Sweden				
Switzerland (joined 2025)				
Tanzania				
UAE				
UK				

USA				
Vietnam				

Table 1: Overview of FCLP members, the workstreams they attend and the policy deliverables they endorsed. Green: workstream member and endorsed. Yellow: workstream member but no endorsement. Gray: Not a workstream member.

Indicator 1.3 substantially exceeded its milestone in 2025. The target for indicator 1.3 was set too low (see recommendations); however, one event in 2025 still failed to achieve 40% representation, stressing the importance of equitable representation across all events, not just on average overall.

Changes to this output, and any planned changes as a result of this review

There have been no changes to this output in 2025 and no planned changes to this output in 2026.

Progress on recommendations from the previous AR, lessons learned this year, and recommendations for the year ahead

There were no recommendations for this output from the previous annual review.

There would be value in exploring FCLP member involvement and endorsement of FCLP policy deliverables. Whilst some members, such as Switzerland, joined very late in the year, there was a surprisingly high (37%) rate of members who did not announce endorsements of any FCLP deliverables. This included Australia, the next COP co-president and members such as Sweden and Finland, who have strong strategic interests in sustainable timber. FCLP co-chairs should strengthen bilateral ties with sherpas from these countries to better understand why they didn't endorse any FCLP policy deliverables.

The target of 40% for indicator 1.3 is too low. Noting FCLP's membership of global South countries, strong connections to IPLCs, and desire for equal representation from men and women, this target should increase to at least 50%.

Output 2: FCLP members deliver reforms focusing on the six policy action areas

Output Title	FCLP members deliver reforms focusing on the six policy action areas		
Output number:	2	Output Score:	A+
Impact weighting (%):	25	Weighting revised since last AR?	No
Risk rating:	Moderate	Risk revised since last AR?	Yes, from NA.

Indicator(s)	**Milestone(s) for this review**	**Progress**
2.1: Progress against policy action areas, measured on a qualitative scale: 0 - Progress against annual workplan not made in action area. 1 - Progress against annual workplan meets expectations in action area. 2 - Progress against annual workplan exceeds expectations in action area. Qualitative score to be calculated for each active policy action area.	*4*	*Progress moderately did not meet expectation.* Total: 3 Debt: 0 (40%) IPLC: 1 (55%) Timber: 1 (87%) Carbon: 0 (37.5%) Country Packages: 1 (50%) Scoring Criteria: 0 = < 50% workplan actions are completed 1 = >50% of actions are completed 2 = 100% of actions are completed
2.2: % members actively participating in at least one working group throughout year	*55*	*Progress moderately exceeded expectation.* Average: 70% Debt: 77% Timber: 75% Carbon: 70% Country Packages: 58%
2.3*:* % of policy initiatives that mainstream gender and social inclusion (e.g. inclusion of Indigenous Peoples and Local Communities - IPLCs)	*40*	*Progress substantially exceeded expectation.* 80%. 4/5 (ILTC, JREDD Coalition, Forest Finance Roadmap and Country Packages)

Commented [JM8]: Not sure about the carbon one being so low - we did quite a lot? Curious how the score built up?

Commented [JM9R8]: Not sure debt was formally set up as a group?

Commented [LS10R8]: This is just in relation to the planned activities for the year in the FCLP workplan. Less than half were completed. The workstream still delivered impact overall.

Output summary and supporting narrative for the score

Output 2 demonstrates progress that exceeds expectation overall; however, there is underperformance in FCLP's ability to progress policy action areas (indicator 2.1). Each workstream's workplan was assessed and scored 0 if <50% of the workplan actions had been completed. No workstream has completed 100% of the intended actions, with actions such as "supporting members engage regularly with workstream" and "connecting members with one another to support ambition" often under target.

Commented [JM11]: @Lewis, Ed (Energy Security) good to understand how these metrics are working level of engagement has felt quite high?

Commented [LS12R11]: These are actions for the FCLP Sec to have bilat calls with members I believe.

Indicator 2.2 further supports the need to review FCLP member engagement suggested above. Active participation in this context is defined as attendance, which means on average 30% of members aren't attending working group meetings.

Indicator 2.3 reflects how FCLP policy initiatives clearly aim to work alongside and strengthen gender and social inclusion. This is particularly so for the inclusion of IPLCs, who are recognised as being crucial guardians of the forest and pivotal for creating effective and equitable long-term sustainable change.

Changes to this output, and any planned changes as a result of this review

No changes were made to this output in 2025. No further changes are planned for this output in 2026.

Progress on recommendations from the previous AR, lessons learned this year, and recommendations for the year ahead

There were no recommendations for this output from the previous annual review.

The targets for indicators 2.2 and 2.3 should become more stretching, as evidenced by them both being substantially exceeded. Indicator 2.2 demonstrates far too low a bar for a supposedly high ambition coalition such as the FCLP. Whilst members announcing they endorse FCLP policy deliverables (output 1) may prove challenging given domestic policy agendas, all members should be regularly and actively participating in at least one working group. The FCLP Secretariat should re-prioritise workplan actions designed to galvanise member attendance and activity.

Output 3: **FCLP members advance national actions to achieve 2030 target to halt and reverse forest loss**.

Output Title	FCLP members advance national actions to achieve 2030 target to halt and reverse forest loss.		
Output number:	3	Output Score:	B
Impact weighting (%):	25	Weighting revised since last AR?	No
Risk rating:	Moderate	Risk revised since last AR?	Yes, from NA.

Indicator(s)	**Milestone(s) for this review**	**Progress**
3.1: Number of countries supported by UK TA for "Country Packages for Forests,	3	*Progress substantially exceeded expectation.* 7 (Pakistan, Nigeria, Fiji, Vietnam, Kenya, Paraguay, Colombia)

Nature and Climate" (non-cumulative).		
***3.2**:* Number of climate policies informed by UK TA for "Country Packages for Forests, Nature and Climate" (ICF TA KPI 3) (non-cumulative)	*2*	*Progress substantially did not meet expectations.* *0*
***3.3**:* Public and private finance (ICF KPI 11 and 12) mobilised through the Country Packages for Forests, Nature and Climate (cumulative)	*£15m*	*Progress moderately did not meet expectation.* *£9.9m* Seed Fund disbursement - estimated at 4m Euros in 2025. Canada commitment to CA $12M to Peru/Colombia.

Output summary and supporting narrative for the score

Output 3 is meeting expectations; however, it also represents a mixed picture. The Country Package workstream is led in FCLP by France and Singapore, but the concept is not owned by any one individual or entity – rather, it is an approach supported collectively to foster and support national action by a country on priorities of their choosing. The FCLP focus on Country Packages is mainly at the global level, stewarding the Country Package concept, disseminating information and mobilizing support for the model, including through connecting interested stakeholders.

Commented [JM13]: France and Singapore are co-chairs?

Commented [LS14R13]: True, I've clarified, but the concept of 'Country Packages' is a collective approach, beyond FCLP's gift to control or define.

As part of its financial contribution to the FCLP Secretariat, the UK has ringfenced a budget of £1 million for Country Packages until 2030. The UK provided up to $400k to support the enabling conditions for Country Packages in 2025. To deliver on this contribution, the FCLP Secretariat in consultation with the UK and co-lead Singapore, ran a transparent allocation process. All Global South members were given the opportunity to apply for support (up to $80k) to support the development of their Country Package. In total, seven countries received or have been promised support, totaling USD 370k: Colombia, Fiji, Kenya, Nigeria, Pakistan, Paraguay and Vietnam. Some projects directly contributed to a Country Package process (e.g. In Nigeria, a consultant was hired to design a process for delivering a Country Package), while others addressed urgent country challenges or gaps, providing timely support for activities linked to emission reduction and national action priorities (e.g. In Vietnam, a baseline study was developed to support the development of a deforestation risk map). As of today, seven countries are advancing toward the implementation of their Country Packages, and three additional countries are in the process of developing them.

Commented [MS15]: Is this not the ~$79k figure that FCLP Sec confirmed to us today/yesterday?

Commented [LS16R15]: this is actual (79k) plus committed (which I'm arguing still counts as 'support'.).

Indicator 3.1 demonstrates good appetite and uptake of the Country Package concept by FCLP members. The degree of progress by these countries, and the associated impact is less clear, however each Country Package remains in the early stages of development.

Indicator 3.2 is the only indicator that is substantially below expectation. This reflects the early stage many Country Packages remain, whereby they are still being developed as opposed to maturing and influencing policy. Consideration should be given to the seven Country Packages in development and a critical assessment of their likelihood to influence national policy. A broader MEL framework across the Country Package approach would help capture the strategic importance and benefits this component of FCLP provides.

Commented [MS17]: Ed - recommendations table?

Indicator 3.3 is currently below expectation however the EUR 115 million Seed Fund disbursement is set to increase substantially in 2026, reducing the risk of underperformance in 2026.

Changes to this output, and any planned changes as a result of this review

There have been no changes to this output and no proposed changes to this output in 2026.

Progress on recommendations from the previous AR, lessons learned this year, and recommendations for the year ahead

There were no recommendations for this output from the previous annual review.

The Country Packages component of FCLP remains behind the anticipated level of progress in 2025. Whilst encouraging appetite has been shown in developing Country Packages, there remains some degree of uncertainty on the likelihood this will result in informing or creating climate policies in country. A holistic review of FCLP's Country Package component is ongoing and will conclude in early 2026, including a review of the underlying strategy.

UNOPS and the FCLP Secretariat will provide a contract amendment to broaden the scope of funded activities under the Country Package workstream in early 2026. The intention will be to better support FCLP members achieve national action by enabling more diverse starting points, and through a wider array of approaches. Greater flexibility to support countries is advantageous; however, it is crucial that demonstrative impact is still achieved under this component. A stronger focus on outcomes from the Country Package approach will be needed throughout 2026.

Output 4: *FCLP members demonstrate impact and accountability*

Output Title	FCLP members demonstrate impact and accountability.		
Output number:	4	Output Score:	A
Impact weighting (%):	10	Weighting revised since last AR?	No
Risk rating:	Moderate	Risk revised since last AR?	Yes, from NA.

Indicator(s)	**Milestone(s) for this review**	**Progress**
4.1: Number of commitments made by FCLP members (revised NDCs, announcements, policy reform) judged to have a positive impact on the 2030 GLD target which are actioned by member governments (cumulative)	4	*Progress substantially exceeded expectation.* 7 FCLP member countries updated their NDC in 2025 and specifically mentioned the 2030 GLD target. Australia, Cambodia, Canada, Colombia, EC, UAE, UK

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4.2: # progress reports tracking 2030 goals developed or supported by FCLP (non-cumulative).	*2*	*Progress met expectations.* *2 (FCLP Annual Report and GFFP)*

Output summary and supporting narrative for the score

Although output 4 is framed as the impact and accountability of FCLP members only output 4.1 captures this. A review of NDC 3 submissions in 2025 indicates that seven FCLP members have updated their NDCs and also mentioned the 2030 GLD target. Whilst mentioning the GLD target is positive in mainstreaming the role of forests it does not necessarily mean that activities will be 'actioned', or progress towards the target is made.

Output 4.2 is led by the FCLP Secretariat, who lead on producing both the FCLP Annual Report and the Global Forest Finance Pledge (GFFP). Both reports were published in 2025 and are publicly available.

Changes to this output, and any planned changes as a result of this review

No changes were made to this output in 2025. No further changes are planned to be made in 2026.

Commented [MS18]: Indicator 4.1 is now different, relates to the yellow highlight in the next sub-section too

Commented [LS19R18]: It's not - if you look at output wording it mentions "revised NDCs" as one of the pre-agreed metrics.

Progress on recommendations from the previous AR, lessons learned this year, and recommendations for the year ahead

There were no recommendations for this output from the previous annual review.

Some consideration should be given to output 4's framing and objectives. Output 4.1 represents a very similar metric to output 1.2 (member announcements), which like output 2.2 (member attendance) assess FCLP member engagement. These outputs could be grouped into an output that focusses specifically on FCLP member engagement. The other outputs, (2.1 - FCLP meetings, 2.3 - FCLP events and 4.2 - FCLP reports) could then be an output focussed on the FCLP Secretariat's delivery.

Commented [JS20]: I was a little unclear how this fits with the table of recommendations, is it covered by the second recommendation?

Commented [LS21R20]: Recommendation 3

Section D: Programme performance not captured by outputs

2025 was a very successful year for FCLP. As a political coalition of the willing, not all FCLP's successes fit under the pre-determined outputs above. The Forest Finance Roadmap (FFR) is one such example. Created collaboratively with support from Frances Seymour, UNEP and the Brazilian Government, the FFR represents a breakthrough in creating a unified vision for addressing the gap in forest finance.

Another example is the growth of FCLP to include four new members in 2025. These members (Switzerland, Papua New Guinea, Cambodia and Paraguay) span four continents and demonstrate FCLP's appeal to both global North and South. Close collaboration with Brazil is notable also.

FCLP's impressive media engagement in 2025 emphasised its growing presence across the forest agenda:

- 164 media articles during COP30 and more than 26 articles during New York Climate Week.
- Coverage across 28 countries, including *The New York Times*, *Reuters*, *Forbes*, *The Guardian*, and *Le Monde.*
- Two op-eds placed in *Project Syndicate* and *Reuters*, strengthening FCLP's voice on forest finance and Indigenous land rights.
- Launch of a new FCLP website, reflecting an updated narrative and visual identity.
- Growth of LinkedIn followers from 2,440 to 4,714, generating 149,000+ impressions, with particularly strong engagement around COP30.
- Development of core creative assets (infographics, templates, blogs) to better support members and workstreams.

Section E: Risk

Overall risk rating: Moderate

Commented [CP22]: Why is the risk level moderate when all of the risks outlined below are classed as major?

Commented [LS23R22]: This was the risk score before mitigating actions - I've updated.

Overall, the risk is Moderate to the programme, mainly driven by pressures to deliver while maintaining an inclusive approach and sustaining political and financial capital.

The success of FCLP is wholly dependent on the participation of its members; without their buy-in the FCLP is unable to meet its aims and objectives. As noted above, whilst the FCLP has grown in 2025 there are varied degrees of engagement. This has been demonstrated through workstream membership, engagement, policy endorsement and funding. The sustainability of funding for the FCLP Secretariat remains less secure than planned, necessitating a more proactive approach in 2026 to cover 2027 and beyond by FCLP members.

Overview of risk management

As a relatively small International Climate Finance programme with a single delivery partner which works on a remote basis, rather than implementing activities on the ground, a proportionate approach to risk management is taken.

As a member of the FCLP, the UK taps into its policy expertise - particularly on mobilising effective climate finance, its diplomatic network, and existing relationships with other members to support the delivery of the FCLP goals and broader GLD objectives.

The UK assumed the role of co-chair of the FCLP, alongside Guyana, at COP29, for a two-year term in 2025 and 2026. This enables the UK to drive progress and ambition, promote a closer working relationship with the FCLP Secretariat to monitor progress, and take action to mitigate risks where necessary.

Risks are monitored and assessed monthly as part of DESNZ programme management activity, and weekly meetings with the FCLP Secretariat provide a regular touchpoint to raise and agree mitigation plans for new, emerging or changing risks to programme delivery.

Throughout 2025 FCLP has operated within its risk appetite, with no existing or emerging risks requiring escalation beyond the programme team.

Current risks

The below risks represent the current moderate risks to the programme.

Risk description	Mitigation strategy	Residual Risk rating
The two biggest Forests Basins (Brazil and Indonesia) do not join the FCLP as they don't see it as a valuable partnership.	*Share workplan and updates with Brazil and Indonesia to highlight progress made and allow for feedback to develop a workplan that is suitable for their own domestic ambitions. * Lean on DRC as a fellow Steering Committee member to lobby Brazil and Indonesia to join the Partnership. * Using the UK's expansive and highlight skilled diplomatic network to support the lobbying efforts to	Moderate

Commented [JS24]: Does the setup of the Tropical Forests Forever Fund (TFFF) have an impact on Brazils interest as it is their initiative meaning they are focused on TFFF and FCLP is of secondary interest?

Commented [LS25R24]: It's a good question. The reality is more complex, but FCLP has been supportive of the TFFF.

	promote the FCLP as a negotiating-free partnership and deed in views from a global south forest country perspective. * Work with Guyana to reassure Brazil and Indonesia that the FCLP does enable strong participation from the global South. * Brazil is working closely with the FCLP Secretariat and members in the creation of the Forest and Climate Roadmap, a critical new initiative coming out of COP30. * Brazil will continue working in the IPLC workstream, supporting in the development of the Intergovernmental Land Tenure Commitment.	
Maintaining leader-level engagement and complexity of managing a multi-country coalition including the challenges of building practical consensus.	*The FCLP senior leadership team members are paired with particular countries and undertake regular calls. In 2026 a new Deputy Director will lead on governance and member engagement. * The engagement officer will also be responsible for ensuring that members participate in a meaningful way to build a meaningful coalition. *The UK as a co-lead of one of the action areas will ensure that adequate buy-in from the working group to drive meaningful progress, encouraging the Secretariat to create a similar environment in other Action Areas/ *Members buy in will be assessed on an annual basis by the number of members participating on an annual basis at the Leaders' Level summit. *Ministers to keep State Leaders informed on progress achieved to secure their engagement	Moderate
Waning interests from FCLP membership due to too much/too little information being shared by the FCLP Secretariat. Initiatives being delivered too slowly/too quickly for members to engage effectively.	* The UK is working closely with the FCLP Secretariat to ensure that country engagement is built into the heart of delivering its objectives. * Each working group co-lead has a clear responsibility to ensure members are actively engaged and playing an active role in developing the road plan for the delivery of their initiative. * The FCLP Secretariat will do a "rollcall" and the central engagement officer will be tasked with ensuring all FCLP members are actively participating in at least one action area. If it seems that there are a handful where engagement is lacking, then they will develop an engagement strategy to understand why engagement is falling away. * The UK is actively feeding back to the FCLP Secretariat as co-chair on the experience of being a member and when the flow of information is inadequate or the speed of delivery for certain action areas we are engaging in.	Moderate
Deforestation within FCLP member states continues to rise	*Work with FCLP Secretariat to ensure overall 2030 workplan is as effective as possible and links are maintained with the GLD goals. *Work together with FCLP Steering Committee members to ensure the overall objective of FCLP is always front and centre of decision making.	Moderate

Commented [JM26]: Note we will need to consider what gets redacted. Could we say a bit more here re: 1. Brazil working closely with FCLP on Roadmap and ILTC. 2. Indonesia invited to attend all member meeting and came...

Commented [LS27R26]: I've added on Brazil - the nairobi meeting goes beyond the temporal window of this annual review - so will be put in next years.

	*Ensure Annual Progress Report, delivered at UNFCCC COPs are prioritised for delivery and shape the overall planning for Action Areas so initiatives being developed and prioritised for delivery remain ambitious and relevant for FCLP members. *Ensure successful programme management (see risks below) to manage programme and identify issues to programme delivery.	
Low capability of the FCLP Secretariat to support FCLP members to implement meaningful policy changes to reduce deforestation in-country.	*Continue to monitor programme with FCLP Secretariat to ensure they are adequately resourced to support FCLP members. *Programme manager to develop a differentiated strategy for more challenging contexts e.g., X country ambition dependent on outcomes of elections. *Programme manager in delivery partner to work effectively with FCLP Secretariat to ensure blockages and issues can be unblocked quickly and effectively. *Annual reviews and reviews of reports will allow identification of issues and escalating them accordingly to the Steering Committee.	Moderate

Outstanding actions from risk assessment

An ongoing reputational risk remains that FCLP members continue to experience increasing deforestation rates, undermining the perceived efficacy of the FCLP and conviction of its members. A comprehensive analysis of deforestation rates has not been undertaken but would be a valuable reference point in 2026. Similarly, FCLP's strength derives from its membership and representation. The world's two largest forest basins, covered primarily by Brazil and Indonesia, are still not FCLP members. FCLP's ability to comprehensively represent forest nations is weakened without this membership. Guyana has been leading engagement with Indonesia, who will join the all-member meeting in Nairobi in early 2026 and are demonstrating an interest to become an FCLP member.

Commented [MS28]: Ed - recs table?

Commented [MS29]: Ed - are we able to update this now that the meeting has taken place

Section F: Programme management: delivery, VfM, commercial and financial performance

Summary of the performance of partners and DESNZ, notably on commercial and financial issues, and including consideration of VfM.

There are two primary partners delivering the FCLP programme: UNOPS, who function as the fund manager, and the FCLP Secretariat.

UNOPS provided timely quarterly financial reports throughout 2025 and biannual narrative reports. These reports provided adequate financial detail but still lack the detail that would help undertake more comprehensive value for money assessments. Detail of how the UK's contributions have been spent across activities and in relation to other donor's contributions would be advantageous. This isn't possible to date as all financial contributions have been pooled together. Any communication with UNOPS has been timely and professional.

Commented [LS30]: Jo - I heard there were issues with UNOPS for the Guyana trip - anything you'd like to add?

Commented [JM31R30]: There were issues with the travel stuff these have now been resolved - they dealt with a very tricky set of travel issues for Nbi very well

The FCLP Secretariat's performance in 2025 was good. Working relationships became stronger, aided by weekly working group meetings between the co-chairs and the Secretariat. The FCLP Secretariat has consistently provided timely and high-quality deliverables and has new leadership at senior levels.

Commented [LS32]: Jo - you've worked much closer with the sec - any constructive feedback?

Commented [JM33R32]: Think that's fine

Compliance table:

How have you taken a proportional approach to climate and environment risk assurance?	The Climate and Environment Risk Screening Tool was used as part of Business Case development, and concluded the programme did not face significant climate or environment risks. The analysis has been reviewed as part of the Annual Review process and the risk level has not changed.
How have you taken a proportional approach to using shadow carbon pricing?	Not applicable to this programme.
Does the programme adhere to HMG's fossil fuel policy?	Not applicable to this programme.
Are you ensuring the programme does not undermine impacted countries climate plans?	Yes. The programme is aiding ODA countries to meet their climate goals through a strong focus on International Climate Finance, which seeks to achieve transformational change.

Date of last narrative financial report	NA
Date of last audited annual statement	NA

Value for money

HMG assesses the value for money (VfM) of its programming by utilising the 'five Es' framework. This focuses on:

1. Economy – the ability of HMG to procure inputs at an appropriate cost
2. Efficiency – the likelihood that the programme converts inputs to outputs
3. Effectiveness – the likelihood that outputs are converted to outcomes
4. Cost-effectiveness – the rate at which ICF spend is converted into outcomes
5. Equity – spending fairly, or how benefits are distributed among target populations.

Economy

UNOPS provided cost data for Q1-3 2025[1] but was delayed in providing Q4 data. The following analysis on economy, therefore, extrapolates the expenditure data out to the end of 2025. This assumes that FCLP would have continued to spend at the same rate for the remainder of 2025, which we deem to be a reasonable assumption. When we receive the Q4 cost data, we will review it to ensure that there are no changes to the conclusions we make in this Annual Review and take action where necessary. Additionally, we will explore whether we can receive cost data from UNOPS in a timelier fashion for the 2026 Annual Review. This will be subject to their internal financial reporting cycle.

The UK contributed $1,937,984 to FCLP for 2025 (a £1.5m transaction in April 2025), including $400,000 which was ring-fenced for the Country Packages component of FCLP. This was 60% of total annual country contributions ($3,217,417), to which Canada contributed $580,269 (18%), Norway gave $560,574 (17%), and the Republic of Korea gave $138,590 (4%).

Commented [MS34]: Ed - is this inclusive of the ring-fenced $400k or additional to?

Commented [LS35R34]: Inclusive

According to HMG's calculations, the programme overspent on its core budget of $3.4 million. This was driven by overspend in a few key areas: programme activities ($280,000 or 27% over budget), policy workshops ($271,000; 90%), translation services ($48,000; 97%), additional comms support ($309,000; 1,644%), and UNOPS operation costs ($109,000; 87%). There was already overspend for policy workshops, translation, comms support, and operations cost in the Q3 accounts, which warrants further investigation with UNOPS. Given that these figures are based on an (reasonable) assumption, we reserve judgement on FCLP's expenditure for 2025 until inspection of the full-year 2025 accounts.

Among the ICF forestry portfolio, there do not exist any suitable comparator programmes against which we could benchmark FCLP's costs. However, we are reassured that spend is broadly within budget for most expenditure lines.

Efficiency

For Output 1, *'FCLP members engage at highest level on forests, including at COP',* UNOPS converted UK ICF well into the desired outputs - achieving the highest possible score of A++. With 15 external-facing leader and ministerial-level meetings (indicator 1.1), the target of seven was hit more than twice over. This included meetings at events such as London Climate Action Week and COP30. Progress also exceeded expectations for forest-related announcements at COP (1.2) and speakers from women, indigenous peoples, and Global South countries (1.3).

Commented [MS36]: Matt - give examples

Commented [MS37]: Typos

For Output 2, *'FCLP members deliver reforms focusing on the six policy action areas'*, progress was slightly more mixed, though a score of A+ was still achieved. The qualitative

[1] From 01/01/2025 to 22/08/2025.

indicator achieved only a B in the output scoring as it missed the target of 4 out of 6, driven by insufficient progress in the debt and carbon policy areas. FCLP Secretariat should focus on the delivery of on the debt and carbon workstreams for 2026 to ensure they do not fall behind the progress made in the other three areas (IPLCs, timber, and country packages). The necessity of this is highlighted by indicator 2.2, showing that the debt and carbon working groups are relatively well-attended – yet this is not being converted into as much progress as some of the other groups. 80% of workstreams mainstream gender and social inclusion (indicator 2.3) against a target of 40%, demonstrating that UNOPS is good at delivering on inclusion.

Commented [LS38]: focussing on the delivery of the workplan actions

Progress was more mixed still for Output 3, *'FCLP members advance national actions to achieve 2030 target to halt and reverse forest loss.'* This output achieved a score of A. There were seven countries (Pakistan, Nigeria, Fiji, Vietnam, Kenya, Paraguay, Colombia) supported by UK TA (indicator 3.1), which significantly exceeded the target for 2025 of three. This demonstrates the popularity and uptake of the Country Package component of FCLP. This, however, did not flow through to any implemented climate policies supported by UK TA (indicator 3.2). It may be the case that this is simply as the programme is reasonably nascent and most of the Country Packages financing has been spent yet (only ~20% of the $400,000 was spent in 2025). However, as mentioned in Section C, we should consider critically whether the seven Country Packages in development are likely to influence national policy. A broader MEL framework for the Country Packages would help to achieve this.

Public and private finance mobilised (indicator 3.3, ICF KPIs 11 and 12) is estimated at £9.9 million for 2025, which is two-thirds of the £15 million target. With disbursement of the €115 million Seed Fund set to increase in 2026, the risk of underperformance against this output should be lower next year. UNOPS is currently assessing the most appropriate method of assessing finance mobilisation, which may affect future figures, including those presented as part of the ICF results collection process. As a relatively new programme in the ICF portfolio, FCLP's performance will be included in the forthcoming ICF results totals for the first time.

Output 4 is *'FCLP members demonstrate impact and accountability.'* As with Output 3, we awarded it a score of A, though performance among indicators was less variable. Seven FCLP members updated their Nationally Determined Contributions and specifically mentioned the 2030 Glasgow Leaders' Declaration (GLD) target (indicator 4.1), against a target of four. The FCLP Annual Report and Global Forest Finance Pledge Progress Report were the two progress reports tracking the 2030 goals supported by FCLP (indicator 4.2), which exactly met the 2025 target of two.

Effectiveness

In 2025, FCLP converted its outputs well into outcomes. There were eight commitments to the Glasgow Leaders' Declaration (GLD) target on forest loss in high-level communiques, against a target of six (outcome indicator 1). At the end of the year, a cumulative 37 members had made ministerial-level demonstrations of renewed ambition of forests, which significantly exceeded the target of 20 (indicator 2).

Seven countries were supported by technical assistance – via the ringfenced Country Packages financing – which surpasses the target of three (indicator 3). Finally, there have been a cumulative 7 commitments made by FCLP members judged to have a positive impact on the GLD target which are actioned by member governments. Again, this more than met the target of four (indicator 4). This significant over-achievement of the target is not surprising, given that COP30 in Belém, Brazil had a significant focus on forests.

Equity

UNOPS has in place a strategy to ensure Gender Equality and Social Inclusion (GESI) is streamlined into all programme delivery, through three objectives. Firstly, it mandates all projects adopt a comprehensive GESI approach. Secondly, it focuses on building institutional capacity to strengthen GESI mainstreaming in projects. Lastly, it ensures projects contribute to sustainable and inclusive results by aligning with corporate initiatives and goals.

As a result, FCLP delivers well in terms of equity – achieving an A++ on the two relevant log frame output indicators. In 2025, an average of 70% of speakers at FCLP-organised events were either women, indigenous peoples, or from the Global South. For reference, the target was 40% (indicator 1.3). This average does, however, conceal a range of between 33%-85%. We should use our position on the Secretariat to ensure that, wherever possible, all events meet the target for female, indigenous, and Global South representation – and it is not just a small number of events pulling up the average. It is important to have those voices heard at key international forest events, so that marginalised groups and the Global South are represented in decision-making processes.

80% of the five FCLP policy initiatives mainstreamed gender and social inclusion, against a target of 40%, or two (indicator 2.3). At COP30 in Belém, for instance, 15 governments agreed the Inter-governmental Land Tenure Commitment, which was a pledge to recognise and strengthen 160 million hectares of indigenous land. The only initiative that did not meet this criterion was the Principles for Responsible Timber Construction, which does not have an explicit focus on rights.

Commented [MS39]: Ed - do you know why?

Cost-effectiveness

Given the high-level political nature of FCLP, it is difficult to compute any cost-effectiveness metrics (£ of ICF per unit of outcome or impact) that meaningfully capture the essence of the programme. That said, maximising the other 'Es' ensures that cost-effectiveness is maximised. Given the broadly positive performance in those four areas, we can conclude that FCLP expenditure was also cost-effective; £1.5m of ODA achieved a significant amount of progress for the year. We will consider suitable cost-effectiveness metrics to include for the next Annual Review, noting that a qualitative statement may end up being the most meaningful and easy to interpret.

Value for money statement

Overall, FCLP has represented good value for money on ICF spend for 2025. For efficiency, effectiveness, and equity, FCLP performed well. We cannot comment fully on economy until we receive the full-year accounts for 2025, though are not concerned aside from a small number of areas of overspend. FCLP also represents cost-effective government expenditure.