



Forest and Farm Facility 2018 Annual Report

Germinating prosperity in place, launching FFF
Phase II

Forest Farm Facility

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Food and Agriculture
Organization of the
United Nations



IUCN



Resource partners:



Sweden
Sverige



FINNISH
GOVERNMENT



FAO-EU FLEGT
PROGRAMME



Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



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Executive summary

2018 was a year of transition, marking the final harvest of achievements of Phase I, which closed operationally in December 2017, and the conception and launch of Phase II. This report summarizes the activities of this preparatory year providing early indications of the plans that have been initiated by and with forest and farm producers, government agencies and the range of partners in the countries.

Closing phase I

A number of reporting and communication materials that highlighted the significant impacts and lessons learned from Phase I between 2012-2017 were developed such as a summary report, ten country factsheets, a video and a series of individual success stories distributed at regional and global events and promoted through various communication outlets.

Resource mobilization

Considerable time and effort was spent in 2018 to try and mobilize resources for Phase II of the FFF. The following major resource partners have committed through the multi-donor trust fund: the Swedish International Development Cooperation Agency (Sida), for five years, Finland for a three year contribution, and Germany Corporation for International Cooperation (GIZ), for 18 month. The FFF also received a contribution from IKEA. The ongoing support from the EU through the FAO-FLEGT programme remains active through 2021. The FFF now has a budget of over US\$ 19 million for Phase II.

Preparation to start Phase II

After a multi-year consultative process building on the lessons learnt from Phase I and from the evolving global context, in 2018 the FFF finalised its theory of change and vision for Phase II, entitled Climate Resilient Landscapes and Improved Livelihoods. The theory of change describes the pathways towards achieving 4 outcomes, which address at least 11 of the 17 Sustainable Development Goals (SDGs). FFF Phase II will strengthen its focus on women, youth and indigenous peoples with more directed support for these groups.

New knowledge to inform the FFF approach was needed therefore nine scoping studies were drafted to generate ideas to effectively design programme activities to achieve outcomes at country level, and to enhance the support for regional and global Forest and Farm Producer Organizations (FFPOs).

Participation in a number of global events - helped to maintain the visibility of FFF - highlighting the commitment to build a deeper focus on gender equality, and give renewed attention to climate resilient landscapes.

Launch and implementation of Phase II

With receipt of the initial instalment of funding for Phase II in July of 2018, it was possible to begin the launch and implementation. A global launch event was organized during the Committee on Forestry (COFO 24) session at FAO headquarters. Operational guidelines for the implementation of Phase II have been developed to clarify the process of country selection, to define the steps for the initiation of activities in each country, revise the templates for the letters of agreement and to clarify the roles of the different staff and partners.

An open call for Expressions of Interest from apex FFPOs with support from their governments was circulated to 18 countries. Ecuador, Bolivia, Ghana, Kenya, Zambia Nepal, Viet Nam Togo and Madagascar have been selected as core countries along with Nicaragua, Guatemala, Liberia, Ghana, Tanzania, Myanmar and Indonesia as network countries. Launching workshops in most of the core countries took place in 2018, with the exceptions of Kenya (planned for mid March 2019), Togo (early April, 2019) and Madagascar (late April - early May, 2019).

Facilitators are in place in all of the countries except Togo and Madagascar, and advisory committees have been set up to guide the implementation of new work plans, selection of FFPO partners and the initiation of in-country activities. One regional workshop was held in Ecuador focusing on business incubation and risk mitigation training and in December 2018 the team including the country facilitators met in Rome for a week long FFF Facilitator's Retreat to strengthen the understanding of the modus operandi.

Strategic, operational and administrative challenges remain, but these are primarily due to the ambitious nature of Phase II and an abundance of ideas, both of which also create new opportunities and solutions.

Acronyms

CAZ : Cotton Association of Zambia

CIFOR : Center for International Forest Research

COFO : Committee on Forestry

ETFAG : European Tropical Forest Advisory Group

FECOFUN: Federation of Community Forestry User Group in Nepal

FFD: Finnish Agri-Agency for Food and Forest Development

FFF: Forest and Farm Facility

FFPOs: forest and farm producer organizations

FLEGT : FAO-EU Forest Law Enforcement, Governance and Trade

FPIC: Free, Prior and Informed Consent

FUGs: Forest User Groups

GCF: Green Climate Fund

GIZ: Germany Corporation for International Cooperation

IIED: International Institute for Environment and Development

IPMGSDGs: Indigenous Peoples Major Group on Sustainable Development Goals

IPOs: Indigenous Peoples' Organizations

IUCN: International Union for Conservation of Nature

NEFIN: Nepal Federation of Indigenous Nationalities

OCSAT: Organisational Capacity Self-Assessment Tool for producer organisations

SEWA: Self Employed Women's Association

Sida : Swedish International Development Cooperation Agency

SNRPF: Forest Landscape Restoration

TFNAC: National Taskforce for Conservation Agriculture

UNFCCC: United Nations Framework Convention on Climate Change

UN-REDD : United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation

ZNFCA : Zambia National Forestry Commodities Association

Peter, a gentle humble giant.

The Forest and Farm Facility team definitely feel that we have lost one of our own and will miss him deeply.

Peter was one of [FFF founders](#). He was present at the [original launch of the FFF](#), representing the G3 rights holders group. He had a broader vision of togetherness embodied by indigenous, community and family smallholders – the G3. He was an FFF Steering Committee member since the beginning through his affiliation to family forestry providing thoughtful guidance. He and the IFFA were close partners in a large number of events and exchanges bringing together forest and farm producer organizations to share with each other.



He spoke at the [highest level events](#) including the [World Forestry Congress](#), and our Committee on Forestry, the [Conference on Deforestation](#) and worked tirelessly with the United Nations Forum on Forests. It is hard to find photographs of major FFF events which don't include Peter, quietly standing in the back row in the group or engaging one on one with farmers in the field.

Peter was passionate about the work of the IFFA and believed deeply in the possibilities of stronger linkages between private forest owners, community forestry groups and indigenous peoples and saw a collective potential to raise the voice of “rights holders”. As a thinker and philosopher he was a leading or co-author of a number of [FFF working papers](#), declarations and other publications, always thinking about how to strengthen collective action and organizations.

As a forest farmer he always reminded us of the practical conditions and the real barriers confronting producers of wood, forest and farm products.

As a husband and father he always reminded us of his own family and of what is truly important to the people living with trees and forests and the land.

As a friend he was always ready to talk and share ideas.

As a birder he managed to find time, often early in the morning before events or trips to check on the local winged inhabitants.

We all enjoyed working with Peter and send our heartfelt sympathy to his family and all his colleagues and friends who valued his generosity of spirit as we did. His passion and compassion will remain in our hearts.

Introduction

FFF vision

The FFF seeks to strengthen and empower FFPOs, including women, youth and indigenous peoples as primary change agents for climate resilient landscapes and improved livelihoods from 2018-2022 in Phase II. We are confident that by supporting the vision and capacity of FFPOs they will represent their members more effectively, be able to advocate for enabling policies, build businesses and help their members access multiple value chains, improve their understanding about what is needed to build climate resilience and access climate related resources, advance the quality of social and cultural services to their members so as to enhance wellbeing - addressing many of the Sustainable Development Goals (SDGS) in a practical and grounded manner. Phase II works on rural landscape based livelihoods that include forests and farms in the productive mosaic of land uses, and by focusing more specifically on women as well as youth and indigenous peoples and their organizations FFF can help governments and communities build *prosperity in place*.

Structure of 2018 Annual report

Activities over the last year described in this report are divided into four key areas:

1. Sharing the results from Phase I - through communication materials and events.
2. Developing strategies and improving understanding about the new outcomes and vision for Phase II - through scoping studies, knowledge generation and events to share the new thematic focus.
3. Securing funding and preparing the administrative and operational groundwork for Phase II.
4. Launching Phase II - at least a significant proportion of the country programmes.

This report is organized around these elements with an additional chapter 5 on challenges and chapter 6 with the financial statement.

Acknowledgment to resource partners

We wish to acknowledge the invaluable support of our resource partners, past and present - and in particular the trust which was placed in the FFF team through the provision of transitional funding which allowed us to transition from Phase I to Phase II. Without this transition funding we would not have been able to keep the team in place; undertake planning and preparation, including a series of scoping studies on how to address more ambitious outcomes; issue a call for expressions of interest and select the new set of core and network countries; develop communication materials; continue with resource mobilisation and participate in important regional and global events. Thankfully, over the course of the year we also received invaluable multi-year funding for Phase II, beginning with a contribution from the Swedish International Development Cooperation Agency (Sida) in July for five years, followed by a three year contribution from Finland at the end of

December, and 18 months of contributions from the Germany Corporation for International Cooperation (GIZ) later that same month. Last but not least, we received a small but important contribution from IKEA - finalised in January 2019 - all through the multi-donor trust fund (GCP/GLO/931/MUL). The financial statements later in this report show that with these contributions and the ongoing support from the EU through the FAO-FLEGT programme, FFF now has a budget of over USD 19 million to bring on a new rotation of impacts and yields in Phase II.

1. Sharing the results from Phase I

With generous additional funding added to the Phase II multi-donor fund, the FFF core team was able to remain in place and the implementing partners were supported to ensure a transition (through September 31) to Phase II.

The transition period provided much needed additional time to complete and share a range of reporting and communication materials that showcased the significant impacts and lessons learned from Phase I from 2012-2018. Many of these materials were shared in draft with the Steering Committee and Donor Support group in February 2018 and then based on additional suggestions and inputs they were finalised in the first quarter of the year, widely distributed electronically and at many events at FAO, including workshops, panel discussions, and events. Some of the many products which were developed to share these achievements are described below:

- An **FFF final report** and an **FFF summary report** were produced for the end of FFF Phase I. The summary report was notably distributed in particular during COFO in July 2018.
- **Country factsheets:** a set of ten factsheets was produced, summarizing the achievements in each country, with numbers, and concrete impacts. Each factsheet includes a success story and a gender focus. These publications are available online on a page dedicated to the 2012-2017 achievements:
<http://www.fao.org/partnerships/forest-farm-facility/94340/en/>
- **A video** was produced on the impact the FFF support had on the life of peoples and illustrated concrete changes in policies, business and the catalytic role FFF support had in Bolivia, The Gambia, and Viet Nam: <https://youtu.be/Lr6n5o6aXmg>
- **A series of individual success stories** were published on the FAO homepage:
 - from a small seed, a mighty trunk may grow: how planting trees is helping empower women in Kenya: <http://www.fao.org/fao-stories/article/en/c/1136233/>
 - the story of Mario Choque, cocoa grower in Bolivia, illustrating how chocolate reaches the Italian market thanks to an agreement with Autogrill and Altromercato: <http://www.fao.org/news/story/en/item/1111495/icode/>

2. Developing the strategies and germinating new ideas - transitioning to Phase II

The vision for supporting FFPOs as the primary agents of change for ensuring *Climate Resilient Landscapes and Improved Livelihoods - FFF Phase II* was developed through a multi-year consultative process building on the learnings from the first Phase and from the evolving global context.

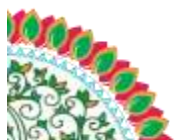
2.1 Theory of change and outcomes

FFF Phase II is based on a theory of change (see figure 1 below), resulting from the lessons learned in Phase I, it seeks to scale-up the range and quality of impacts that strengthened FFPOs, can help achieve at local and national levels in addressing four challenges:

1. inadequate public policies or low level of implementation of existing supportive policies;
2. continued barriers and lack of sufficient business development assistance for starting viable enterprises and accessing markets and investment for different value chains;
3. increasing impacts of climate variability and inadequate representation and the benefits to FFPOs from new streams of climate and landscape related finance;
4. lack of access to social services and insufficient support for culturally important priorities of FFPOs, in particular for indigenous peoples, youth and women.

The theory of change lays out a set of outputs which form the pathways towards achieving 4 outcomes, which address at least 11 of the 17 SDGs.

Figure 1. FFF Phase II Theory of change



2.2 Germinating new ideas and strategic knowledge generation

Unchanged from Phase I is the central role of strengthened FFPOs as primary change agents. However, an additional and strengthened focus on women, youth and indigenous peoples means more directed support for these groups. During the 2018 FFF transition phase the design process of FFF Phase II required new knowledge to inform reshaped outcomes and outputs from this new theory of change and programme. New knowledge to inform the FFF approach was needed for each of the four outcomes but especially for new outcomes 3 and 4. The studies below were shared among the FFF team and formed part of the deliberations in the FFF Facilitator's retreat to inform country work planning processes. Some have been, or are in the process of being co-published as stand alone papers and the work on outcome 3 and climate resilience will be adapted and integrated into a combined toolkit.

- **Outcome 1.** More enabling policy and legal frameworks for FFPOs delivered through more FFPO-inclusive governance and cross-sectoral processes (new knowledge required to improve organisational self-assessments that diagnose FFPO organisational support needs [see 2.2.1]).
- **Outcome 2.** Increased entrepreneurship, access to markets and finance through gender equitable value chains delivered by new capacity to provide business incubation within FFPOs (new knowledge required to improve practical actions to improve FFPO access to finance [see 2.2.2]).
- **Outcome 3.** Improved delivery of landscape scale mitigation, adaptation and climate resilience through the direct engagement of FFPOs and integration with inclusive livelihood approaches (new knowledge required to help FFPOs understand how to approach climate-resilient landscapes [see 2.2.3], develop practical options to achieve resilience [see 2.2.4], and contribute at the same time to climate change mitigation [see 2.2.5]).
- **Outcome 4.** Improved and equitable access to social and cultural services provided by or leveraged through FFPOs (new knowledge required to help FFPOs to identify options for offering social and cultural services to their members [see 2.2.6] and one briefing on how to transform gender relations through approaches to women's entrepreneurship [see 2.2.7]).





There were concerns that the FFF Phase I emphasis on FFPOs business development had taken attention away from the pursuit of territorial rights and autonomy of indigenous peoples (IP) groups. To address this FFF Management developed – with *new knowledge required to assess the best way of engaging IP organisations in FFF Phase II* [see 2.2.8];

Finally, it was agreed that the regional and global work needed a full assessment to understand how that component of work could carry greater impact with the mainstream in-country work. *New knowledge was required to evaluate regional and global work and make recommendations for FFF Phase II* [see 8.9].

For each of these new pieces of knowledge generation, we summarise below the main practical implications for FFF Phase II.

2.2.1 Organizational Capacity Self-Assessment Tool for producer organizations (OCSAT)

This tool was designed by the Finnish Agri-Agency for Food and Forest Development (FFD) - a Non-profit organization (NGO) supporting agricultural producer organizations, forest owners' organizations and cooperatives in developing countries. FFD was formed in 2012 by four Finnish farmers' and forest producers' organizations to coordinate national farmer-to-farmer development cooperation efforts.

FFD, an Agricorn partner, is supporting FFF to facilitate a rapid appraisal with partner FFPO's to jointly assess their main strengths, weaknesses and capacity building needs in eight thematic areas. It includes an assessment of internal governance structures, in terms of written guidance (bi-laws, constitution, strategies etc.) and in practice through its inclusion of members, decision-making and management systems (for human resources, financing, and monitoring). The OCSAT tool helps FFPOs assess their capacities to engage with external actors through advocacy related to policy processes, and their ability to engage with climate change threats and priorities. FFF will seek to field test this tool with primary FFPO partners early in the Phase II implementation process.

2.2.2 Access to finance for FFPOs

A joint FAO-International Institute for Environment and Development (IIED) [research paper](#) was published in December 2018. It highlights practical steps that can help build trust between FFPOs and financial institutions to add greater value to the existing USD 1.5 trillion gross annual production of such FFPOs. It outlines the role that intermediaries such as FFF can play - identifying specific actions to improve access to finance from six different sources:

1. FFPO producer, friend and family finance;
2. Buyers and trade chain finance;
3. Semi-formal and microfinance;
4. Formal banking finance;
5. National public finance;
6. Climate finance and Overseas Development Assistance.

To increase accessibility to the ideas developed in the paper a 3-page note was prepared and has generated considerable interest amongst development and investment partners.

2.2.3 Analyse widely, act deeply: FFPOs and the goal of climate resilient landscapes

The IIED discussion paper will be published in March 2019. It affirms that FFPOs are among the world's biggest and most effective force for improved rural livelihoods and sustainable landscapes. The paper surveys which international programmes can be engaged to help understand and support such contributions. It describes possible motivations and actions for climate resilient landscapes amongst four different sorts of FFPOs, indigenous peoples' organizations, community forest organizations, forest and farm producer groups, and processing groups in urban and peri-urban contexts.

2.2.4 Climate change mitigation, adaptation and resilience through FFPOs' engagement and integration

The International Union for Conservation of Nature (IUCN) research paper is in final unpublished draft. It complements the paper above by providing additional practical guidance on how FFPOs themselves can contribute to climate resilient landscapes. It breaks these options down into actions that can be taken at different levels by local, national and global/regional FFPOs – from practical landscape management options, through capacity building networks to advocacy activities. It introduces an approach that assesses possible options, prioritizes them, performs a cost benefit analysis and then moves to implementation. It contains a glossary of publications and training materials.

2.2.5 FFPOs' tree-based strategies to climate change mitigation

The FFD guidance paper correlates with the two other papers by providing a more detailed quantitative look at the forest mitigation options that FFPOs might use to enhance carbon sequestration (and thereby contribute to national REDD+ processes). The paper identifies five different tree-based mitigation strategies as options for FFF Phase II, each grounded in

country-specific contexts prior to the designation of FFPO mitigation efforts. Clear complementarities between mitigation and other management objectives (linked to income generation, energy security and adaptation) exist and should be central to any FFF support to FFPOs in designing their own mitigation strategies.

2.2.6 Entrepreneurial empowerment of women in forest landscapes: how the structure, social and cultural services provided by FFPOs can best contribute

The IIED research report is being reworked following peer-review. It explores different FFPO organizational structures and the social and cultural services that they provide. It adopts a gender-equality and women's economic empowerment perspective. More specifically, it examines how access to social and cultural services can facilitate women's participation in economic and political life. From a gender-equality and women's empowerment perspective, the producer organization business model provides advantages in creating job opportunities and access to markets for women, positive spillover effects in both households and in group businesses, and access to social services such as vocational training, childcare and maternity leave – all of which support women to participate in the labour market on a more equal footing with men.

2.2.7 Transforming gender relations: scaling-up collective action in women's entrepreneurship

[This IIED briefing paper](#) outlines FFF's belief that strengthening gender equality in business is an important and valid entry point in achieving the SDG's that leave no-one behind. It describes how upscaling collective action to strengthen women's roles in business can be facilitated. Phase I of the Forest and Farm Facility (FFF) used peer mentoring, business incubation and networking to increase gender equality and reduce poverty within FFPOs and their businesses. Future actions will be tracked to ensure greater representation, recognition and resource redistribution to women at household, institution and national levels.

2.2.8 The world's largest private sector?

[“The world's largest private sector?” publication](#) was successfully launched at the 24th session of COFO and the 6th World Forest Week. This publication builds on an initial paper by IIED on the scope and scale of smallholders “Small but many is big”. FFF decided to pursue the research to come up with an economic analysis of the value of this large scale, too often overlooked, private sector. Some key figures that come out of the analysis include that the gross annual value of smallholder crop, fuelwood and charcoal, timber, and non-wood forest products (NWFP) production was between USD 869 billion and USD 1.29 trillion in 2017, or that smallholder-produced wood-energy generates more value than several of the world's largest oil and gas companies.

The findings of this report are meant to alert land use decision-makers to the existing value of smallholder production and protect smallholder landscapes from incursions by agro-industrial models whose large unit value may not exceed the collective value of multiple smallholder producers among other things.

This research has also highlighted the gaps in data related to smallholders and several partners have expressed interest in exploring opportunities to disseminate the data more widely and to refine the analysis.

2.2.9 Scoping studies on regional and global engagement

The transition phase has allowed us to take stock of regional and global engagement during Phase I and conduct additional research to reframe the work for Phase II. Two studies have been produced. The first one was a scoping exercise on how FFF could best support and collaborate with regional and global indigenous peoples' movements. The second one was an evaluation of the regional/global engagement of FFF during Phase I and recommendations for Phase II.

- **Study on Indigenous Peoples' Organizations**

Recognizing that FFF will need to engage more actively with and build on gains made by strong and experienced indigenous peoples' movements, the facility commissioned a scoping study to identify the main regional and global Indigenous Peoples' Organizations (IPOs) that FFF could engage with during Phase II and develop a strategy on how to link the priorities and interests of IPO to FFF Phase II activities in countries, at regional and global levels.

The study was the result of desktop reviews, interviews with key indigenous leaders from Africa, Asia and Latin America, in addition to information shared by organizations that support indigenous peoples. The emerging consensus was that any FFF engagement strategy should strengthen indigenous peoples' organization capacities, limit bureaucratic hurdles and avoid the wasting of funds through layers of structures. Further, it should build on existing indigenous peoples' mechanisms and expertise while avoiding over-concentration of resources/leadership on a few organizations.

The scoping study identified major events and platforms relevant to FFF outcomes. In view of limited funding, it was recommended that FFF focus on engaging with the indigenous peoples Major Group on SDGs prior to collaborating with other platforms in the long-term by setting up a new global fund for indigenous peoples with regional focal organizations. The Indigenous Peoples Major Group on Sustainable Development Goals (IPMGSDGs) is one of the nine formalized sectors of society through which the UN ensures broad participation in the SDG agenda. IPMGSDGs serves as the main mechanism for coordination and

concerted efforts to advance the rights and development priorities of indigenous peoples at all levels and therefore provides a good opportunity for strategic support.

- **Scoping study on regional/global engagement**

The scoping study on regional/global engagement was based on collected information of FFF global and regional partners to assess the strengths and weaknesses of FFF's support during Phase I. This information was combined with lessons derived from the FFF management team and additional mapping of global/regional FFPOs to make recommendation for Phase II.

Global and regional FFPOs involved in Phase I declared that the main added value of FFF to their work was improving their linkage with their members and with other stakeholders; having the voice of their members heard at regional and global levels; as well as sharing experiences internally and with other organizations. It is also clear that regional/global FFPOs still face problems in terms of internal governance (e.g. including marginalized groups, ensuring that local voices are well represented and addressing gender issues); access to sufficient funding; capacity for policy advocacy; and resources for communication (internal such as documenting practices or relevant stories and external at policy forums or to raise funds). In addition, several partners noted that regional conferences had been useful even if the model used during Phase I could be improved. The evaluation report shows a wide range of possibilities to continue to support FFF on a regional and global level. Given budget constraints, choices will have to be made in the short-term with a focus on a targeted call for proposals, increasing linkages between national and regional/global components of FFF.

2.3 Maintaining and strengthening partnerships

During this transitional year, FFF maintained its high priority on partnerships on multiple levels. The four implementing partners are at the core of our work. There are also a number of important partnerships with the FFPOs at country, regional and global level, partnerships with government and partnership with many other programmes within FAO and within the networks of our implementing partners. In addition to this there is a category of formal FAO institutional partnerships where FFF has played an important role. These are briefly described below. It is critical that FFF provides a mechanism for real collaborative work to make these partnerships operational on the ground.

2.3.1 FFF - FECOFUN - SEWA

In the context of the ongoing partnership between FAO and the Self Employed Women Association (SEWA), the FFF strengthened the network and dialogue process between the Federation of Community Forestry Users Nepal (FECOFUN) - a formal network of Forest User

Groups (FUGs) from all over Nepal - and members of SEWA, all women farmers and entrepreneurs. In 2018, SEWA and FECOFUN organized a two days capacity development initiative on organic farming and integrated agricultural management for 19 agriculture master trainers selected from the forest and farm producers' organizations in Nepal. The success of the event consisted in the positive impact for the women farmers from Nepal who benefited from the direct experience of learning and practising organic farming methods from women in India, which goes well beyond sharing the fundamental theoretical concepts of Integrated Farm Management (IFM).

“

Every time we come to SEWA we learn something new and useful! I feel like taking SEWA with me to Nepal so that we can daily absorb this knowledge right at our doorstep!!! In this two-day training we learnt about diseases which may infest crops and precautions to be taken to avoid the same. Topics like – seed quality; techniques to mitigate natural and human risks in agriculture; and integrated agri-management were explained in a simple and easy-to-understand way.

Kabitaben B K – Parbat – District Chair Person

”

As a way forward, the objective of the Nepalese forest and farm producers' is sharing the best farming practices from India on organic farming, to build the capacities of their forest and farm groups to improve communities' resilience and strengthen their marketing potential.

2.3.2 AGRICORD - FFF

A Memorandum of Understanding (MoU) had been signed in February 2018 between AgriCord and FAO – with the primary focus on collaboration with the FFF. This MoU stresses support to Forest and Farm Producer Organizations in their efforts for more climate-resilient landscapes, for fairer and sustainable value chains and business activities, as well as in their efforts to build more gender equitable organizations. In particular, FFF and AgriCord are enhancing their coordination at regional and at country levels through joint activities including shared global events, joint planning resource mobilization initiatives and materials aimed at enhancing impact for FFPOs. As a result, the partnership has developed a framework for action which is currently being implemented. Important collaborative events were held at European Tropical Forest Advisory Group (ETFAG) meeting in Helsinki, the European Development Days in Brussels, and the United Nations Framework Convention on Climate Change (UNFCCC) in Poland. At the country level a successful collaborative workshop was held on smallholder forestry in Viet Nam. Through a letter of agreement, FFF supported a liaison officer, housed with the Finnish AgriAgency for Food and Forest

Development (FFD) who coordinated preparatory work on a weekly basis during the Transition between Phase I and II.

2.3.3 We Effect - FFF

During the Stockholm Forum on Gender Equality, which took place between 15-17 April 2018, FFF and We Effect organized a parallel session on Forestry and Farming - Women's Business, strengthening women's entrepreneurship and leadership in producer organizations. This event proved to be only one of two events directly addressing rural women's livelihoods, and provided the opportunity for the participants to discuss the specific challenges that women and girls face in rural areas and how to overcome the constraints that exist to achieve sustainable agriculture development and natural resource management through collective action. Through an interactive discussion, innovations and experiences were shared from enhancing women's businesses in forest and farm landscapes, lessons learnt by innovative rural women leaders and their organizations, while the event concluded with reflections how these practices can be applied to advance gender equality and promote resilience from local to global levels.

3. Securing funding and preparing the administrative and operational groundwork for Phase II

3.1 Resource mobilization

Considerable time and effort was spent in 2018 to mobilize resources for Phase II of the FFF. For these efforts an "internal" and an "external" strategy was followed. The internal strategy was to ensure that the FFF continued to have a high profile within FAO's corporate resource mobilization initiatives. As a result of considerable work with and by the Strategic Programme on Reducing Rural Poverty in FAO, FFF was included in the corporate Business Development Task Force list of priority projects to be presented by the FAO resource mobilization team to perspective resource partners.

As this was primarily in the hands of the Manager with support from an already busy management team, resource partners suggested the FFF recruit someone to work on a full-time basis on resource mobilization. FFF was able to respond to this request by recruiting a Resource Mobilization Specialist who is strengthening FFF's resource mobilization activities and work towards achieving the Programme's ambitious target of USD 96 million in Phase II. A donor mapping was done in order to analyse different donors' geographic and thematic priorities and match them with the FFF with the goal of finding areas of convergence. A matrix was developed and is available in Annexe 1. This is systematically guiding interactions

with potential and possible new resource partners. Of particular importance in 2018 was the signing at the end of the year of a new three year Agreement for Funding from Finland (total EUR 2.1 million at EUR 700 000/year), and eighteen months of funding from GIZ Germany (USD 850 000) which would allow expansion to two more countries, Togo and Madagascar. Additional active resource mobilization is underway with the Netherlands, Switzerland and other EU countries.

After a prolonged period of negotiation the partnership between FAO's Forestry Department and IKEA, established to improve the ability of smallholder producers to competitively participate in forest product supply chains in Viet Nam, resulted in the successful investment of IKEA's contribution to FAO into the multi-donor fund for Phase II, bringing closure to this first phase partnership between FAO and IKEA. This is one of the few examples of private sector pooling contributions in a multi-donor fund with other bilateral funders and is considered a good best practice to promote.

FFF is also looking at a variety of approaches for partnering with networks around the themes of primary importance to the FFF - this includes its perspective on landscape based livelihoods that needs to directly address both forestry and farming in the context of climate change but also of food security. Building on this FFF is partnering in a unique effort to explore a Joint Initiative on Forests, Farms and Food Security, with the Ministry of Agriculture, Nature and Food Quality and a set of Dutch partners and in-country partners in Ghana, Kenya and Zambia, that would help integrate the activities of many partners forming a new kind of synergetic collaborative "network" or "shared platform".

3.2 Operational Guidelines

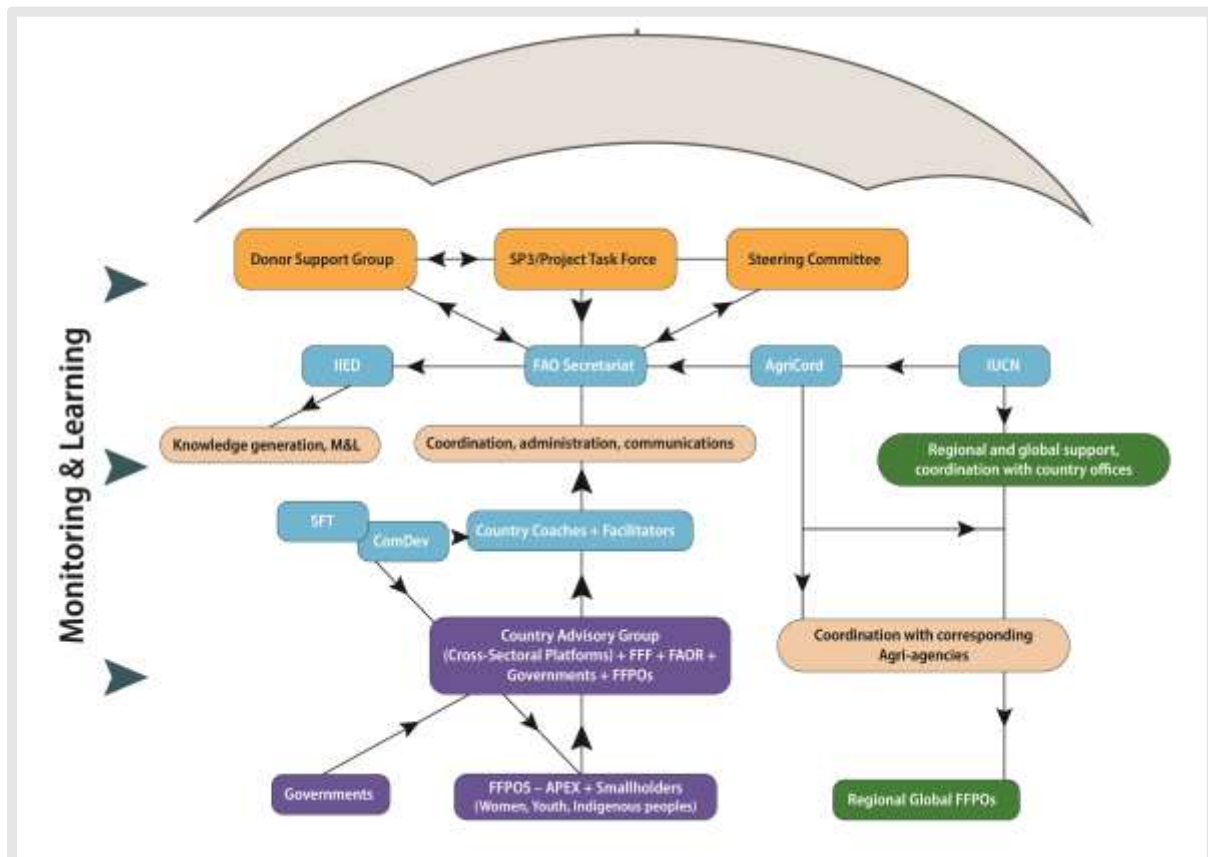
Significant amount of time was spent during the year in developing the operational guidelines for the implementation of Phase II. This included clarifying the process of country selection, the steps for the initiation of activities in each country, revision of templates for the letters of agreement, clarification on the roles of the different staff and partners. Ensuring that the strong focus on gender equality and indigenous peoples would be part of the implementation. Significant effort was placed on modifying the Monitoring and Learning system for Phase II, with a new Facilitator's Toolkit for Monitoring and Evaluation which is based on the FFF programme results matrix (log frame in Annexe 3). Operational issues were finally renewed in a week long FFF Facilitator's Retreat held in Rome in December.

The below graph illustrates the structure of FFF and the relationship and role of major partners and collaborators from the country level up to the Steering Committee and advisory bodies. SP3 stands for FAO's Strategic Programme 3 on Reducing Rural Poverty, ComDev is the Communication for Development team within the partnership offices at FAO, while SFT stands for the Social Forestry Team within the Forestry Department. There are of

course many other partners who also play a role but have not been added to avoid confusion.

Annexe 2 provides a list of the FFF implementing team members.

Figure 2. FFF Structure



3.3 Gender equality

In Phase II of the FFF, gender equality is the most important, cross-cutting theme and a lot has been achieved already by strategizing, planning and mainstreaming this into the programme’s operations:

- The FFF **gender strategy** provides the general background and strategy on how to achieve gender equality in all levels of project management, including steering, management, implementation, monitoring, learning and communications.
- A new development (compared to Phase I) is the **budget allocation** of at least 12 percent of each annual country budget for gender activities (funded through small grants or trainings).
- During the transition Phase, IIED published a **briefing paper** on “Transforming gender relations: upscaling collective action in women’s entrepreneurship” and developed a

scoping study on the importance of social and cultural services in particular for women economic empowerment.

- The FFF co-organized side events and panel discussions at two important international events:
 - At the **Stockholm Forum for Gender Equality** in April 2018, the FFF together with WeEffect organized an event on strengthening women’s entrepreneurship and leadership in producer organizations.
 - The discussions were taken up at the **European Development Days** in June 2018 through a panel discussion on “Forests and Farms - Women's Business - Rural women in decision-making and entrepreneurship: Forest and Farm Producer Organizations and cooperatives have solutions”, co-organized by FFF and AgriCord.
- **A country-level gender to-do list** has been developed which gives clear and concrete guidance on what needs to be done during the in-country implementation to ensure alignment with the gender strategy and the programme’s objectives and outcomes. This includes for example advice on ensuring inclusiveness at and through capacity building events, in each LoA and small grant and for communication.
- During the **FFF facilitator’s retreat** in December 2018, a session on gender equality was conducted in which the team discussed the FFF’s approach in general and country level implementation in particular. The facilitators shared background on their respective local context, good practices and experiences and gave further input to the country-level gender to-do list.
- In order to plan, implement, monitor and evaluate the budget allocation and gender focussed activities and interventions, the **operational guidelines** were updated. Now, all relevant templates and tools (including LoAs, call for small grants proposals, reporting, FORIS etc.) include respective instructions or references.

3.4 Indigenous peoples

In several FFF core and partner countries indigenous peoples live and manage land and territories. FFF supports forest and farm producers, including indigenous peoples, and their organizations, for climate resilient landscapes and improved livelihoods. FFF phase II engages more actively with the indigenous people’s movements that have focused on tenure rights in order to build on tenure and support the strengthening of their well being and diverse local economies, including adaptations to dual production systems that maintain traditional approaches and increase market access where this is a priority. FFF builds on FAO’s indigenous peoples policy and on the new operational guidelines for Free Prior and Informed Consent (FPIC), acknowledging indigenous peoples and contributes to the protection of their rights through the approaches listed below:

FFF Steering Committee is unique in its diversity and gender balance and includes indigenous people’s representatives.

In 2018, the FFF conducted a **scoping study** to assess synergies and opportunities for engaging with indigenous peoples on a regional and global level, such as via indigenous people major groups on the SDGs. The study provided concrete recommendations on how to link the priorities and interests of IPs organizations to FFF Phase II activities in the partner countries as well as on regional and global level. These results are incorporated in the programme's **strategic concept note**, which identifies FFF's approach towards indigenous peoples in Phase II in line with FPIC principles.

FFF ensures the implementation of FPIC along all interventions planned in areas where indigenous peoples reside or where they may be affected by programme activities is a crucial good practice in collaborating with local communities. The FFF management team including in-country facilitators were trained on the FPIC principles during the annual team retreat in December 2018. The FFF approach is unique in that it makes every possible effort to directly fund indigenous peoples and FFPOs for their own work plans and proposals. As shown in the country results below, FFF directly engaged with representatives from at least 75 indigenous nations and minority groups during the inception phase, including carrying out scoping and launch events in countries. Implementation has already started in some countries with direct collaboration with five indigenous FFPOs.

In **Bolivia**, indigenous peoples organizations and their members participated actively in the launching process and a representative of indigenous peoples is included as a member of the national advisory committee. FFF is providing more than USD 163 000 in direct support to indigenous people through small grants in 2018 and 2019. Out of the 34 proposals received, the national advisory committee approved nine proposals, of which the following are from IP organizations:

- Consejo Indígena de los Pueblos Tacana (CIPTA) - Strengthening the capacities of the Pueblo Tacana to undertake integrated and sustainable forest management (USD 40 000);
- Central Indígena de Mujeres Amazónicas de Pando (CIMAP) - Strengthening the capacities of the indigenous Women in Pando for the forest governance and resilience, sustainable production of brazilian nut and food security (USD 39 000);
- Asociación Forestal Indígena Nacional (AFIN) - Capacitación y asesoramiento para emprendimientos productivos comunitarios indígenas en el marco de la gestión integral y sostenible de los bosques. (USD 39 000);
- Asociación de Productoras de Chocolate Territorio Indígena y Parque Nacional Isiboro Sécure (Sauce TIPNIS) – Capacity development to the members of the association in management and value chain of native amazon cacao (USD 45 000).

In **Ecuador**, during the launch period meetings and consultations were held with representatives from COICA, the regional Indigenous peoples federation to inform them about Phase II and to provide them with guidance. FFF works with representatives from the Consorcio de Organizaciones de Productores de Napo (Kallari, Wiñak, Tstatsayacu and INTI)

who are indigenous peoples. A representative is also a member of the national advisory committee. The 4 producers organizations selected in the call 2018 are IP, listed below. They will receive a total of USD 150 000 in grants:

- Asociación de Producción y Comercialización Agropecuaria Sacha Laran (ASOGROSACH);
- Asociación Wiñak;
- Asociación de Productores de Cacao Fino de Aroma de Carlos Julio Arosemena Tola (Tsatsayacu);
- Comunidad Kichwa Runashitu de Humuyaku.

In **Viet Nam**, the following indigenous minority groups were involved during the scoping and the launching of FFF Phase II. Furthermore, representatives of these groups contributed to the country work planning process: Tay, Nung, Dzao, Cao lan, Muong, H'mong, Thaa, Thai. Scaling- up of Phase II will be focused on regions with the highest proportion of ethnic minorities and they will be primary actors.

In **Nepal**, representatives of the Nepal Federation of Indigenous Nationalities (NEFIN) are members of the consortium of civil society organizations and policy discussion group, both of which were initiated by FFF Phase I. NEFIN was invited and represented in the launching workshop of FFF Phase II. NEFIN is a nationally recognized organization, which works for Indigenous Peoples in Nepal. This organization represents the 59 indigenous nationalities or peoples recognized by the Government of Nepal. In addition to this, the FFF Nepal Phase II workplan has targeted 30 percent IPs representation in capacity building activities (this includes market analysis development trainings, FPIC training etc.) and policy discussion forums.

4. Launching the implementation of Phase II

With receipt of the first funding for Phase II in July of 2018 it was possible to begin the launching and implementation. A global launching event was therefore organized during the Committee on Forestry (COFO) at FAO HQ in July. This was linked to an adhoc meeting of both the Donor Support Group and the FFF Steering Committee. The high level event was opened by Daniel Gustafson, DDG Programmes and Hiroto Mitsugi, FAO ADG of the Forestry Department, and well attended by COFO participants. Partners from FFF countries shared some impacts of the work done with FFF support by strengthening FFPOs, and the FFF team presented the focus of Phase II. A booth was set up in the FAO Atrium to share FFF pictures, publications and infographics, providing further visibility.

An open call for Expressions of Interest from apex FFPOs with support from their governments was then circulated to 18 countries. Seven were initially selected as core countries where a full multi-year programme of work would be implemented : **Ecuador, Bolivia, Ghana, Kenya, Zambia Nepal and Viet Nam**. The decision was taken to classify

seven additional countries as “network” countries with the intention to provide opportunities to partners in these countries to link to each other, to other sources of information, funding and support - and hopefully eventually to become additional core countries. Network countries include **Nicaragua, Guatemala, Liberia, Ghana, Tanzania, Myanmar and Indonesia**. Based on guidance from the Steering Committee to pursue other funding and partner country opportunities funding was secured to initiate an FFF approach in two additional core countries: **Togo and Madagascar**.

The process for launching and implementing FFF in each core country is explained below, with the first two steps generally requiring the most amount of time.

- Signature of Programme Document
- Selection of FFF Country Facilitator
- Situational analysis
- Launching workshop
- Establishment of the national advisory committee
- Multi-year and annual work plan and budget
- Selection of primary FFPO partners – by Advisory Group
- LoAs to Apex FFPOs for work plans through Direct Selection and Call for proposals “small grants” to FFPOs through Advisory Group & Calls for proposals or through FFPOs “small projects”
- Scheduling of training, capacity building, exchange visits and monitoring and learning activities.

Based on this process reports are provided below from each country:

4.1 Bolivia

Background

Sustainable Development in the Plurinational State of Bolivia is linked to the rights of Mother Earth and the paradigm of living well (Buen Vivir). The integrated and sustainable management of forests contributes to achieving the country’s Economic and Social Development Plan for the Integral Development of the country. With a backdrop deforestation rate between 1990 and 2005 of more than 270 000 hectares per year (0.45% per annum) FFPO contributions to sustainable forest management are seen as an important priority in defending Mother Earth and living well.

FFF Phase II launching



Strong policy and business impacts through support to 14 FFPOs in FFF Phase I led in June 2018 to the proposal from Bolivia to FFF Phase II to be approved. A first FFF mission to Bolivia in the new phase from 9-15 September 2018 achieved 4 results:

1. Inter-institutional coordination agreed between national government (MDRyT, Ministry of Foreign Affairs, Forestry and Lands Authority), municipal governments (Ixiamas, San Buenaventura); indigenous representatives (TCO Tacana and TCO Pilón Lajas); OPAF representatives from various production complexes (coffee, cocoa, Asaí, Castaña and others); NGOs (Chiquitano Forest Conservation Foundation, Bolivian Forest Research Institute); Representatives of international cooperation (GIZ, AGRITERRA).
2. FFF launched with priorities for 2018-2022 in five departments (La Paz, Pando, Cochabamba, Beni and Santa Cruz).
3. Advisory Committee appointed, with particular relevance to competitive small grants programme.
4. Agreement signed by Government.

Selected FFPO partners for LoAs 2019

- Consejo Indígena de los Pueblos Tacana (CIPTA)
- Central Indígena de Mujeres Amazónicas de Pando (CIMAP)
- Asociación de Apicultores de la Provincia Velasco (APROVE)
- Asociación de Productores de Chocolate del TIPNIS “SAUCE”
- Federación Departamental de Productores y Recolectores Agroecológicos de Cacao Cochabamba (FEDPRACAO CBBA.)

- Asociación Nacional de Productores de Café (ANPROCA)
- Asociación Forestal Indígena Nacional (AFIN)
- Red de Organizaciones de productores Agrícolas y Forestales (ROPAF)
- Federación Departamental de Productores y Recolectores Agroecológicos de Cacao La Paz (FEDPRACAO La Paz)

Vision for outcomes

The Government of Bolivia, the FFF National Advisory Committee and the FAO Representation in Bolivia agreed that all initiatives supported by the FFF II will contribute directly to the goals and results of the Economic and Social Development Plan of Bolivia 2016 – 2020 (PDES), the Nationally Determined Expected Contribution 2015- 2030 (NDC) and the "Plan del Sector Agropecuario y Rural con Desarrollo Integral para Vivir Bien 2016 – 2020 (PSARDI). Initially the FFF Support will be through three National prioritized programmes for the integral and sustainable development of the Amazon (i) Amazonian tropical fruits, (ii) productive complex of wild and cultivated cocoa, and (iii) productive complex of coffee from agroforestry systems.

Contributions to national policies and FFF Outcome 1 will include (i) the design and implementation of a municipal beekeeping production program in Chiquitano forests, (ii) a regional program to support cocoa production in the tropical forest region, (iii) regional regulations to promote wild cocoa production in the Amazon forests, and (iv) a regional inter-institutional platform to implement a financial mechanism in the Amazon.

Under FFF outcome 2, specific initiatives will be oriented to the development of: (i) at least 15 new enterprises based on integrated and sustainable forest management, through the incubation of community enterprises; (ii) facilitation of access to public financing from the Bolivian State; (iii) development and registration of collective labels of new value-added products; and (iv) the identification and access to new national and international markets as well as business development with new strategic partners.

Through the initiatives presented by the FFPOs, the initiatives related to FFF outcome 3 will be (i) strengthening of agroecological food production systems and the livelihoods of at least 1 000 families by incorporating climate change adaptation and mitigation strategies and linking them with governmental funds, (ii) incorporation of landscapes (Tierras Comunitarias de Origen - Indigenous Communities) into integrated and sustainable forest management initiatives (management of Amazonian fruits and production of honey in territories destined for biodiversity conservation).

Contributions from FFF outcome 4 will be oriented to the establishment of social services for the diversification and strengthening of livelihoods, based on prioritized agro-ecological food products e.g. honey, cocoa and wild fruits.

4.2 Ecuador

Background

Ecuador is one of 17 countries in the world classified as “megadiverse”- between 5% and 10% of the biodiversity of the entire planet is found here. One third of Ecuador’s territory is made up of protected areas and 51% of the land area is covered by natural forest. In 2016, the Ministry of the Environment (MAE) issued the national REDD + Action Plan "Forests for Good Living" providing a national strategy for developing opportunities in forest landscapes whilst preserving biodiversity. As Ecuador joins the FFF programme for the first time a key priority is to strengthen the organisation of FFPOs to better engage with such policy opportunities and improve their livelihoods.

FFF Phase II launching



The FFF programme was officially launched in Ecuador on the 26th of October 2018. A National Advisory Committee has been formed comprising representatives from the FAO Ecuador country office, the MAE, IUCN, the Consortium of Organizations of Napo, and the Confederation of Indigenous Nationalities of the Ecuadorian Amazon (CONFENIAE). The committee will provide overall guidance and strategic support during programme

implementation. The Consortium of Producers Organizations of Napo, comprising 4 producer organizations (Kallari, Wiñak, Tstatsayacu and INTI), have been selected through a competitive call for proposals. These organisations are leaders in the production, processing and marketing of cocoa, guayusa, vanilla, tikaso, and banana produced using the traditional Chackra system. Together they represent 53 communities and more than 1 455 producers, of which between 75 and 90% belongs to the Kichwa indigenous peoples.

Vision for outcomes

For Outcome 1 on ‘more enabling policy and legal frameworks for FFPOs’ two national programs have been identified as strategic priorities. The first is the national REDD + Action Plan. The second is the National Program "Ecuador Bio-Emprende", which seeks to develop markets for Ecuador’s forest and farm products with a focus on non-wood and organic products. At the provincial level, FFF new directives from the Ministry of Economy and Finance is likely to lead to increased budget allocations to the Autonomous Decentralized Governments (GAD) of the Amazonian provinces. Supporting FFPO’s in Napo to effectively engage with the opportunities that are likely to arise as a result of these new directives will also be a priority. Creating such synergies at the national and sub-national level will allow FFF to develop institutional sustainability early on and to scale up impacts.

For Outcome 2 on ‘increased entrepreneurship, access to market and finance’ the strategy will be to strengthen the Consortium of Producers Organizations of Napo in their joint dealings with market and policy issues, but also individually. A regional training workshop "Securing forestry and agricultural businesses through Risk Management and Business Incubation" was organised in November 2018. Members of the Consortium of Producers Organizations of Napo, the FFF facilitator and supporting institutions were trained in risk management and business incubation approaches. At the same time, FFF has been providing technical support to the Under secretariat of Natural Heritage of the Ministry of the Environment for the development of a financial mechanism with BanEcuador (public sector).

For Outcome 3 on ‘landscape-scale mitigation, adaptation and resilience’ the main strategic-policy initiative for adaptation and mitigation is the "National Climate Change Strategy of Ecuador (ENCC) 2012-2015" (MAE, 2012). The strategy considers several priority areas for FFPO’s and is directly linked to the REDD + Action Plan. Other synergies will also be created with the ‘National Socio-Forest Incentive Program’, the BioEcuador Strategy, and the ‘ProAmazonía’ programme.

For Outcome 4 on ‘equitable access to social and cultural services’ the strategy will be to focus on fostering the social and solidarity economy. This way the diversity and range of services currently being provided can be supported through the continuous development of

FFPO business capacities. More specific needs will be identified through scoping studies. Because there is already a strong sense of social and cultural service provision, one area where FFF will seek to strengthen capacities is in communication. Both within organizations and among organizations but also with government and market actors.

Implementation partners include: FAO Ecuador, Ministry of Environment (MAE), IUCN, Consortium of Producers Organizations of Napo and the Confederation of Indigenous Nationalities of the Ecuadorian Amazon (CONFENIAE).

4.3 Ghana

Background



Ghana currently enjoys healthy political stability with stable policies for the forest and agriculture sectors. Forests cover 5.5 million hectares (25%) of total land area but deforestation has been accelerating to around 1.89% per year. Between 1990 and 2005, Ghana lost 25.9% of its forest cover, or around 1 931 000 hectares. Despite many well-established NGOs linked to pioneering REDD+ and FLEGT processes, the local forest and farm producers are not effectively mobilised in halting illegal logging and restoring degraded forests has been inadequate across the forest, transition and savannah zones. Strengthening the direct engagement and support of those producers and their FFPOs was strongly welcomed as Ghana joins the FFF for the first time.

FFF Phase II launching

A Consortium of civil society partners with support of the Forestry Commission of Ghana submitted a successful proposal for FFF Phase II. The Forestry Commission of Ghana signed the Agreement in October 2018, paving the way for a situational analysis study in November 2018. Consultations in November 2018 with the Forestry Commission, IUCN and other government institutions and NGOs/ CSOs and FFPOs led to the creation of a National Advisory Committee. Also in November 2018, a formal launch event was held with the focus on strengthening the collaboration of key stakeholders in Ghana for Climate Resilient Landscapes and Improved Livelihoods, enabling the FFPOs as active agents of change. The 99 participants included government institutions (FC, MOFA, Cocobod, NDPC, MLNR, Energy Commission, etc), Development Partners (FAO, IUCN, Agricord), Private Sector Partners (WCF) NGOs/ CSOs (Tropenbos Ghana, Civic Response, A Rocha Ghana, Codesult Network, RUDEYA, KWC, ORIGIS, etc) and FFPOs (Cocoa, Coffee and Shea Nut Farmers Association, Women Shea Processing Groups, CREMAS, PADO, etc). A scoping study of potential FFPOs to support concluded in December 2018.

Vision for outcomes

For Outcome 1 on ‘more enabling policy and legal frameworks for FFPOs’ the strategy is to deepen the principle of “strength in numbers” by supporting and networking different forest and farm producer groups to gain a compelling voice. This will involve: establishing a national Ghana Producer Organisation Consortium (GPOC) with representatives from each apex FFPO; linking this to FFPO Round Tables at the grassroot level (involving POs in communities and districts within a region), zonal level (involving POs across regions of same ecological zone; and a series of workshops and seminars aimed at bridging producer-policy formulator divides – starting with bushfire management and wood fuel production. For Outcome 2 on ‘increased entrepreneurship, access to market and finance’ the strategy is based on ecological zones, with support to one apex FFPO in each region linked to small grants to particular FFPO value chain developments. For Outcome 3 on ‘landscape-scale mitigation, adaptation and resilience’ the strategy will aim to create climate change awareness within local understanding of climate change as a starting point. FFPOs will then be supported to undertake landscape level climate change vulnerability assessments that have direct impact on their livelihoods and based on the identified vulnerabilities, develop landscape climate change resilience plans. For Outcome 4 on ‘equitable access to social and cultural services’ the strategy begins with a study that will identify key public services, the agencies that provide these service, the modalities for accessing these services and the possible challenges in accessing these service – with inputs to the SDG Implementation Coordinating and SDG National Technical Committees. FFPO support will target ways of ensuring these public services become available to disadvantaged members.

Implementation partners include the: FFPOs to be identified in each zone, the Forestry Commission, the co-management partners of FFF: FAO, IUCN, AgriTerra and Tropenbos.

4.4 Kenya

Background

The challenge facing Kenya today is how to meet the ever-increasing demand of food and resources from a growing population against a diminishing resource base. Kenya's Agricultural sector contributes about 25% of GDP accounting for over 65% of exports, and 75% of total employment – but expanding populations and agriculture are also the major driver of deforestation. Forests only contribute about 0.2% of Agricultural GDP but provides ecosystem services that underpin much more – especially soil formation, nutrient cycling, water regulation and pollination. The impacts of climate change in Kenya's agriculture sector are manifested directly in extremes of flooding, drought, landslides, strong winds and extreme temperatures – exacerbating land degradation and increasing incidences of pests and diseases affecting people, livestock, crops and trees.

FFF Phase II launching



After the strong implementation of FFF Phase I, Kenya successfully bid for participation in FFF phase II. In 2018, the FFF implementation team has raised awareness with government about the new FFF phase with partners and scoping missions FFPOs in Baringo, Bungoma,

Bomet and Turkana counties to assess upscaling activities. The FFF Phase II will build on the foundation of FFF I. The FFF Phase II has a strong component to provide support for knowledge, policy options and engagement for more sustainable woodfuel value chains under the Governing Multifunctional Landscapes in Sub-Saharan Africa (GML). Under this component, FFF is working closely with ICRAF, CIFOR, FFSPAK, Kenya Forestry Service (KFS) and other stakeholders to develop and promote sustainable policies and practices along the woodfuel value chain. At the same time, address the gaps identified by the Ministry of Environment and Forestry Taskforce on illegal logging. The taskforce came up with several recommendations including environmental impact assessment, promotion of efficient production techniques and certification system to ascertain source of timber and chain of custody along the value chain. The Government of Kenya signed the necessary agreement with FAO end of February 2019 that will enable launch activities to start.

Vision for outcomes

For Outcome 1 on ‘more enabling policy and legal frameworks for FFPOs’ the strategy that will be used is to target devolved County Integrated Development Plans (CIDP) that are expected to revitalise agricultural and forest management with a promotion of the knowledge and role of indigenous systems. For Outcome 2 on ‘increased entrepreneurship, access to market and finance’ the strategy will kick off with a survey of the most promising value chains about which to build business incubation – using women business champions to drive gender empowerment – and training packages on organisational development, gender inclusion, entrepreneurship, and business risk management. For Outcome 3 on ‘landscape-scale mitigation, adaptation and resilience’ the strategy is to build on Kenya’s National Climate Change Strategy (NCCS), the Kenya Climate Smart Agriculture Implementation Framework and position FFPOs to help meet targets within the new Kenya Constitution (2010) and its Vision 2030, increase forest cover to at least 10%, restoring under the Bonn challenge 5.1 million hectares of degraded forest and landscapes. Following ratification of the Paris Climate Change Agreement, FFF will also work with FFPOs to help meet Kenya’s Intended Nationally Determined Contribution (INDC) of reducing GHG emissions by 30% by 2030. For Outcome 4 on ‘equitable access to social and cultural services’ the strategy will survey FFPOs at county level to document social and cultural services provided and design strengthening initiatives – especially in the areas of education, health and technical extension, linking to Kenya’s SDG strategy. Implementation partners include the: Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK); Western Tree Planters Association, Charcoal Producers Federation of Kenya, Bamboo Farmers Association, We Effect, Vi Agroforestry and the Kenya Forest Service.

4.5 Nepal

Background

Nepal has tremendous geographic diversity that ranges from alluvial plains in the south to high Himalayan Mountains in the north. Although around 44% of the total land is covered by the forests, these are not yet utilised to its full potential to drive economic prosperity for the country as well as its forest dependent communities. In Nepal, the rural economy heavily relies on forest and farm resources in an integrated manner. Community forestry in Nepal is globally recognised as a successful example for its ability to integrate forest management with socio-economic contributions. There are over 22 266 Community Forest User Groups (CFUGs) involving one-third of the total population, managing 1.3 million ha of the total forest area. However, despite important successes there is still an urgent need to strengthen the capacity of FFPOs in Nepal, especially during the process of federal reconstruction, on-going since 2015.

FFF Phase II launching



A launching mission was organized in Kathmandu on 25th of September 2018 by Federation of Community Forestry Users Nepal (FECOFUN), the Ministry of Forest and Environment (MoFE), FAO Nepal and IUCN Nepal together with the FFF/FAO country Coach to: i) officially launch the FFF Phase II in Nepal with country partners; ii) jointly develop a national implementation mechanism and workplan, and; iii) convene a national level advisory group to support Phase II implementation. The launch workshop was attended by more than 70 participants (50% women) representing government, FFPOs, NGO's, academia, and the private sector. It allowed for the development of a common understanding of objectives,

support their own members with regular business incubation services. Women's mentoring and peer-to-peer learning will continue to be a key strategy in Phase II building on some of the successes in Phase I and collaborations with the Self Employed Women's Association (SEWA) and SABAH (SEWA's Nepali spring-off) will continue.

For Outcome 3 on 'landscape-scale mitigation, adaptation and resilience' there are 3 Green Climate Fund (GCF) projects in development that the FFF programme will link with to create partnerships with existing programmes, led by partner organization IUCN and by FAO. Other opportunities have also been identified with existing FECOFUN and RECOFTC projects. One of the main strategies for ensuring climate change resilience relevant for partnering FFPO's, is to link these with existing Community Adaptation Plan of Actions (CAPA's) developed at the community forest user group level (CFUG).

For Outcome 4 on 'equitable access to social and cultural services' FFF partners will seek to better link FFPO's to government provided services that address social and cultural needs. This will be kicked off with an initial assessment on available public social services and the degree to which FFPOs members have access and use them. Where there are gaps FFPO's will be supported in assessing their own capacity for creating such services, or collaborating with others who might help increase access to members. In order to link such activities to national SDG efforts, organized by the National Planning Commission, FFF will facilitate the participation of FFPOs in relevant thematic committees working on SDG monitoring and implementation issues.

FFF's main partner is FECOFUN, who will lead implementation of activities in close collaboration with a Consortium of Civil Society POs and in collaboration with the Ministry of Forests and Environment (MoFE). IUCN Nepal will continue to play a coordinating and facilitating role between the various partner institutions and the overall FFF programme.

4.6 Vietnam

Background

Following decades of forest cover loss, Vietnam has begun to reverse that historic decline and by 2013, the forest cover in Vietnam reached 14 million ha, 3.4 million ha of which is restored by 1.4 million smallholders. Yet almost 50% of these households have only up to 1 ha of forest and cannot gain high income from forest products on such small-scale land. The Viet Nam Farmers' Union (VNFU) has been working to group potential forest-related farmer groups to improve their market access, increase the income from forest and farm products and business, and protect and develop forests and sustainable natural resource as a strategy to reduce poverty.

FFF Phase II launching



Vietnam's strong impact in FFF Phase I led by VNFU had changed policy from local to national levels in favor of new forest-related FFPO businesses. VNFU then developed a successful proposal for FFF Phase II and a launching workshop was held on 14 August 2018. At that meeting and in subsequent consultative meetings, priorities, plans and partners were discussed and chosen – including the members of a National Advisory Committee (NAC). With the intention of upscaling activities, field trips were made to Hoa Binh and Son La province to look for potential sites and FFPOs that can participate alongside those already strengthened in Yen Bai and Bac Kan. A scoping study identified 12 Communes for FFF intervention and other FFPOs to participate in the small grants. In Hue City from 28-29 September 2018 VNFU explored further how best to support smallholder forestry and improve their benefits at a workshop co-organized by VAFS, FFD, Thua Thien Hue Cooperative Alliance with the financial support from FFF/FAO, AgriCord/FFD and Finnish Embassy. On December 25, 2018, the Prime Minister issued Official Letter No. 12520 / VPCP-QHQT approving VNFU to receive and implement the FFF II Program in Vietnam.

Vision for outcomes

For Outcome 1 on 'more enabling policy and legal frameworks for FFPOs' the strategy will involve nested policy round tables in which VNFU will coordinate with the: Ministry of Agriculture and Rural Development (MARD), Ministry of Natural Resources and Environment, VNFOREST and related departments and agencies in the provinces, research institutes, scientists, financial institutions, banks, local authorities, NGOs and private sector actors. For Outcome 2 on 'increased entrepreneurship, access to market and finance' the strategy is to continue to support the capacity building for FFPOs in Bac Kan and Yen Bay as well as the new selected provinces of Hoa Binh and Son La. Plan is that with additional

resources from donors and other related organizations the geographical reach would expand into Thai Nguyen, Phu Tho, Ha Giang and Lai Chau provinces. New emphases will include work on sustainability and product labelling, diversification within integrated agroforestry production, greater research input to product design, duplication of successful models, and access to finance work with the Policy Bank, the Bank for Agriculture and Rural Development, the Farmer Supporting Fund of VNFU and the Cooperative Development Fund. For Outcome 3 on 'landscape-scale mitigation, adaptation and resilience' the strategy will enhance the proactive role of FFPOs in their engagement with climate and livelihood programmes, including the Vietnam REDD+ Programme, Forest Sector Restructuring Scheme, the National Target Program for Sustainable Poverty Reduction and the Program for cooperative development 2015-2020. For Outcome 4 on 'equitable access to social and cultural services' the strategy will be to increase FFPO awareness of their members access to government and other social and cultural services schemes and develop plans to increase that awareness especially for IPs, women groups and other disadvantaged groups. Implementation partners include the: Yen Bai Farmers' Union (FU), Bac Kan FU, Hoa Binh FU and Son La FU within VNFU, VNForest (MARD), The Vietnamese Cooperative Alliance, NVCARD, Vietnam Forestry University, the Research Center for Forestry Economics, Vietnam Academy of Forest Science, agricultural and forestry extension centres.

4.7 Zambia

Background

Zambia has among the highest forest cover in Africa estimated at 49.9 million hectares (66 percent of the land area). However, Zambia's forest resources are declining at a steady rate, due mainly to agricultural expansion and charcoal production. Despite its importance to regulate climate change impacts the forest sector receives less than 1% of the Gross Domestic Product (GDP) budget.

A new Forest Act was approved in 2015, bringing hope for both community forest management and forest and farm producers to access better rights and benefits from the country's forest resources. The first phase of FFF started in 2015 in the Southern and North Western provinces. In 2018 FFF Phase II expanded to also include Nyimba and Petauke districts in the Eastern provinces.

Transitioning into Phase II - building the foundations for a more equitable and sustainable charcoal trade in Zambia



In Zambia there has been a number of activities implemented leading up to the Phase II launch, co-funded by the FAO-FLEGT programme. These have consisted of a series of scoping missions and research activities carried out by FFF in collaboration with CIFOR and WeEffect. During which seven key challenges and four potential solutions were identified, providing specific recommendations for policy and implementation. Following this initial analysis,

a workshop was organised to finalise the improved charcoal and carbon regulations. It was attended by all provincial forestry officers across the country, CIFOR staff from Lusaka, the Charcoal producers Association members, The Zambia National Forestry Commodities Association (ZNFCA) members and the Cotton Association of Zambia (CAZ).

Progress was also made in the transition phase to support the emergent ZNFCA to work together with other FFF supported FFPO's to help mobilise a greater membership. District level platform meetings were held with the district forestry office, the tree growers association, the Kasisi Agriculture Training Centre and CAZ. Local plans for each FFPO was agreed and a joint membership mobilization strategy was developed for ZNFCA involving the District Farmers Association.

Innovative research was carried out by the Kasisi Agriculture Training Centre (KATC) to assess the potential for developing a Participatory Guarantee System scheme to market charcoal in Zambia. The survey looked at the willingness by consumers to pay a premium price for "legal and green" charcoal. Out of 263 respondents 86% responded positively and that they would prefer labelling to help them consume sustainable charcoal. These findings suggest several options for further developing the sustainability and profitability of the charcoal value chain. An exchange visit to the BioCarbon Partners REDD+ project in the Eastern Province allowed for more concrete example of how this could be put into practice - here visitors observed charcoal producers receiving a 20% premium price for their charcoal with the support of the project. Findings from these activities will directly feed into Phase II planning

FFF Phase II launching



The Forest and Farm Facility phase II was launched in Zambia on the 30th of November 2018 by the Permanent Secretary of the Ministry of Lands and Natural Resources. At the launch was Permanent Secretary of Southern province. The launch was attended by approximately 100 people representing Forest and Farm producer groups, Government departments, Donors, CSO's and the private sector. A situational analysis report was presented providing the context for the FFF Phase II programme in Zambia and identified synergies with other climate change and livelihood programmes. The launch was immediately followed by the establishment of a Technical Committee that will support implementation throughout Phase II.

Vision for outcomes

For Outcome 1 on 'more enabling policy and legal frameworks for FFPOs' a strategic bottom-up approach targeting ward and district level cross-sectoral platforms will continue to be pursued in Phase II. The District Development Coordination Committees and Ward Development Committees will be the first points of entry for FFPOs to actively participate in the formulation of local by-laws and policy implementation. FFF will work closely with the local government, including the Forestry Department and the Department of Agriculture, to facilitate this process. FFF will continue to work with the Cotton Association of Zambia (CAZ) and the Zambia National Forestry Commodities Association (ZNFCA) to strengthen their advocacy and business development support capacities at the national level. Feedback mechanisms will be established to replicate these efforts with the District Farmers Associations and community level FFPOs. The aim is to ensure FFPOs not only have voice but are able to effectively demand services from their local authorities. A priority for Phase II will be to ensure community forestry (Forest Act of 2015) is more fully integrated into platform dialogues as a mechanism for FFPOs to secure community rights to forestry resources.

For Outcome 2 on ‘increased entrepreneurship, access to market and finance’ a business incubation facility will be installed within the ZNFCA and CAZ that will work closely with the District Farmers Associations and other FFPOs to deliver business incubation services at the local level. These will draw on existing guidance such as the ForBInc tool for business incubation, the MA&D, and Risk Management toolkits, but also on the CAZ financial literacy programmes currently being implemented with the Ministry of Finance and Zambia National Commercial bank (ZANACO). At least 30% of supported businesses will be women groups to encourage greater participation of women.

For Outcome 3 on ‘landscape-scale mitigation, adaptation and resilience’ the strategy will be on the one hand link FFPOs with relevant programmes at the national level, on the other reduce the vulnerability of farmers by increasing their access to markets and production capacities. Technical expertise and synergies will be established with other programmes such as the CIFOR and EU-FLEGT funded charcoal programme, the World Bank funded Zambia Forestry Integrated Landscape programme, and the African Development Bank pilot Programme for Climate Resilience in the southern and eastern provinces. These offer an opportunity to link emission reduction and forest landscape restoration objectives with technical assistance and resilience needs of FFPOs. Forest value chains of relevance for FFPOs and opportunities for increased production in view of climate change will be explored through these diverse partnerships.

For Outcome 4 on ‘equitable access to social and cultural services’ the main strategy will be to improve access to these types of services for rural households. FFF will support FFPOs in establishing community-based facilities (storage, group transport etc) to reduce cost of service delivery, and risk reduction services such as guarantee or insurance for members accessing loans and other financial services. Links with existing social protection services provided by the government will also be facilitated. In order to ensure results are also captured by on-going efforts linked to the SDGs FFF the FFF work plans will be aligned with the Government 7th National Development plan results and targets.

Implementation partners include the Cotton Association of Zambia and the Zambia Forest Commodities Association who will collaborate to build the capacity of district level farmers associations and local community producer organizations.

FFF also coordinated activities of two formal FAO partnerships in Zambia:

Partnership We Effect - FFF

We Effect and FFF, in collaboration with CIFOR, are supporting FFPOs in their effort to contribute to more sustainable wood fuel value chains in Zambia. Each institute built upon its strengths and coordinated activities as formulated in the context of the We Effect

Southern Africa (regional strategy 2017-2021) and Forest and Farm Facility Phase II Climate Resilient Landscapes and Improved Livelihoods. We Effect has developed a study cycle tool for peer to peer learning by producer organizations. The FFF will apply this tool to facilitate technical transfer of knowledge among the producer groups.

Partnership ActionAid International - FFF

The MoU between Action Aid (AA) and FAO had been extended until 2021 with the objective of strengthening the livelihoods of the populations living in rural areas, in particular communities and households of smallholder peasants and family farmers, women, forest dwellers.

In Zambia, FFF and AA will scope cooperation as well as joint proposal development (e.g. GCF) to support FFPOs in using agroecology practices to increase resilience to climate change and improve the livelihoods of the forest and farm communities.

4.8 Togo

Background

Togo is one of the two newest core partner countries, which has been selected based on the opportunity presented to work with GIZ through their AFR100 sector programme. The focus of the FFF implementation lies on outcomes 2 and 3 with the aim of contributing to the implementation of the country's restoration targets under the AFR100 framework, which is 1.4 million hectares. A tailored concept note has been developed in close coordination with the Agri-Agency Afdi (a member of AgriCord), which takes into consideration an Expression of Interest developed by the togolese FFPO CTOP (Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles). IUCN is also implementing a project under the AFR100 sector programme of GIZ in Togo, which provides provides opportunity for synergies and coordinated planning of activities. GIZ is active in different areas of the country, including the Maritime, Centrale and Savannah Regions. This will be considered for the selection of the FFF pilot sites.

FFF Phase II inception

A coordination committee has been established in Togo, consisting of FAO Togo, GIZ, IUCN and the agri-agency Afdi. The governmental agreement has been reached and currently, the FFF facilitator is being recruited and the situational analysis is being prepared. The launching workshop is planned for April 2019, which will probably be held back-to-back with the launching event of IUCN.

Vision for outcomes

The focus of implementation in Togo lies on outcomes 2 and 3 with the aim of contributing to the implementation of the country's restoration targets under the AFR100 framework. One output of the situational analysis will be recommendations for concrete activities based on the FFF programme and concept note, the existing Expression of Interest and the priorities of FFPOs on national, regional and local level and existing programmes and initiatives, which will be identified during the assessment. CTOP will be one of the key FFPO partners and additional FFPOs will be selected through an open call. Additionally, FFF partners will be linked to existing multi-stakeholder and cross-sectoral coordination platforms on national and subnational level, such as the Platform of Private Forest Owners and Communities of Togo (PFPC) and the National Platform of REDD+ women in Togo.

4.9 Madagascar

Background

Madagascar is one of the two newest core partner countries, which has been selected based on an opportunity presented to work with GIZ through their AFR100 sector programme. The focus of the FFF implementation lies on outcomes 2 and 3 with the aim of contributing to the implementation of the country's restoration targets under the AFR100 framework, which is 4 million hectares. A tailored concept note has been developed in close coordination with the Agri-Agencies FERT and Afdi (members of AgriCord), which takes into consideration the Expressions of Interest developed by the malagasy FFPOs FIFATA and SOA (Syndicat des Organisations Agricoles). In Madagascar, other relevant actors are already active in landscape restoration: The FAO Forest Landscape Restoration Mechanism (FLRM) is supporting the local government in Boeny, GIZ is working in Boeny and Diana and IUCN is also currently kick starting their project implementation under the AFR100 sector programme of GIZ. All these ongoing and planned efforts provide ample opportunity for synergies and joint planning of activities. For these reasons, it was already decided to pilot FFF's activities in the northern Regions Boeny, Diana and Sofia, where both FIFATA and SOA are present as well.

FFF Phase II inception

A coordination committee has been established in Madagascar, consisting of FAO Madagascar, GIZ, the governmental national FLR focal point, IUCN, FERT and Afdi. Currently, the governmental agreement is being pursued which is delayed due to restructuring of the Ministries after last year's elections. At the same time, the processes for the facilitator recruitment and the situational analysis are being prepared. The launching workshop is tentatively planned for April 2019, which will probably be held back-to-back with the launching event of IUCN.

Vision for outcomes

The focus of implementation in Madagascar lies on outcomes 2 and 3 with the aim of contributing to the implementation of the country's restoration targets under the AFR100 framework. One output of the situational analysis will be recommendations for concrete activities based on the FFF programme and concept note, the existing Expressions of Interest and the priorities of FFPOs on national, regional and local level and existing programmes and initiatives, which will be identified during the assessment. FIFATA and SOA will be directly involved in the implementation and additional FFPOs will be selected through an open call.

Additionally, FFF partners will be linked to existing multi-stakeholder and cross-sectoral coordination platforms such as the Coordination Platform on Forest Landscape Restoration (SNRPF) and the National Taskforce for Conservation Agriculture (TFNAC) on national level and regional platforms on FLR in Boeny and Diana.

4.10 Regional training



A regional training workshop: "Securing equitable forestry and agricultural business through risk management and business incubation" was held from 26 November to 1 December in Quito, Ecuador. This was a collaborative initiative between FFF, the regional: "Integration of the Protected Areas of the Amazon Biome (IAPA)" project funded by the EU, and the "Conservation and Good Living GEF Napo" project financed by the Global Environment Facility (GEF). Twenty-eight participants, 40 percent of them women, from 8 countries in

South and Central America participated in the training. These included 10 FFPO representatives from Ecuador, Peru, Guatemala and Bolivia, five government representatives from Ecuador, and one buyer of FFPO produced NTFP's from Brazil. The training exercise was designed around the: "Securing Forest Business" and "Forest Business Incubation (ForBInc)" toolkits developed during Phase I. Participants learnt how to carry out and install: 1) a process of risk management within FFPO businesses; 2) a planning process for installing business incubation services targeting the specific needs of FFPO's.

Two external experts were invited to share their experiences and approaches for delivering business incubation services and in addressing gender inequalities within FFPO organizations and related value chains. The workshop allowed participants to identify priorities and concrete partnerships for the implementation of activities under outcome 2 in Bolivia and Ecuador. Nearly all participants have preceded to implement the trainings in their perspective projects and a Whatsapp network for exchanging experiences has been established and is a widely used tool.

4.11 Other regional and global events

FFF team members and our partners were active in a number of important events with a more regional or global focus during 2018. As mentioned in the discussion on activities with partners - we were able to bring together women entrepreneurs and leaders from a number of countries for well attended panels at the Stockholm Forum on Gender Equality in April 2018 and at the European Development Days week in June in Brussels. The manager of FFF was able to attend and actively participate in the Tropical Forest Forum in Oslo, Norway and with partners AgriCord, FFD and the International Family Forestry Association (IFFA) side event on forest producer organizations and climate change was held at the UNFCCC in Poland at the end of the year. On a regional level, FFF attended the AFR 100 conference and the regional Global Landscape Forum event both in Nairobi in August, bringing together partners from Zambia and Kenya for a panel and discussion session at the GLF co-organized with the Center for International Forest Research (CIFOR) and the United Nations Environment Programme (UNEP) on Sustainable Wood Fuel Value Chains. At this event, one of the few on focusing restoration on active management - many participants had not actively thought about the implications of the demand for woodfuel and charcoal as a central dimension in landscape planning and restoration work.

4.12 Supporting communications material

A variety of communications materials have been produced to promote Phase II including:

A **new visual identity** has been developed for FFF Phase II.

Outreach: an [FAO Press Release](#), an [IIED Press Release](#), and an [Editorial from Jeff](#).

Video interviews of partners conveying FFF key messages were produced:

- [Forest and farm producer organizations in Nepal improving food security and livelihoods](#)
- [The power of partnerships through training forest and farm producer organizations](#)
- [Jeffrey Campbell shows where forests fit into the agroecology landscape mosaic](#)
- [Forest and farm producers' comparative advantages in fighting hunger, poverty, climate change](#)



A **Press Release or webstory** has been developed for the launch of each FFF Phase II in all participating countries.

Social Media

The Forestry Department of FAO from @FAOForestry and FFF's partners continued posting tweets to promote FFF activities. More and more partners around the globe have used the FFF hashtag [#ForestFarmFacility](#)

The top tweets in 2018 included:

1. Kenya success story: <https://twitter.com/FAOForestry/status/1001783988242051072>
2. Infographic: <https://twitter.com/FAOForestry/status/950838392098607107>
3. Jeff's quote at COFO: <https://twitter.com/FAOForestry/status/1019131524116111362>
4. Strengthening women's roles, webstory Stockholm event <https://twitter.com/FAOForestry/status/985869195257831431>
5. Gender needs to be lived: <https://twitter.com/FAOForestry/status/1004328319729401856>



Promotion through FAO programmes – SP3

Links and input to the Family Farming Knowledge Platform developed by FAO and other partner websites such as Agronoticias and the Forestry Department webpage enhanced the visibility of FFF activities.

4.13 Strengthening in-country communication capacities

In 2018, an approach for strengthening in-country communication capacity for the FFF Phase II was formulated, complementing and interlinked with the Knowledge Management and Advocacy/Outreach components. This was formulated in partnership with the Communication for Development (ComDev) team at FAO headquarters, also involved in Phase I work. The ComDev team provided technical inputs to the FFF team on a global level, plus country-level support during the launching process particularly in Ecuador, Ghana and Nepal where rapid assessments of communication needs and capacities were conducted together with FFPOs. Based on their demands, national ComDev strategies were drafted aimed at strengthening FFPOs capacity to use communication and Information and Communication Technologies (ICTs) for more inclusive and sustainable businesses.

5. Challenges

Over the last year a number of strategic, operational and administrative challenges are becoming clear - finding the means to squarely address and navigate these will enhance the effectiveness and impacts of the programme.

5.1 Strategic challenges

The ambitious nature of Phase II in terms of our vision for large scale impact and leveraging, the practical question of how to achieve the new outcomes (in particular the links to climate resilience and the desire to improve social and cultural services) and the increased focus on gender equality, youth and indigenous peoples, all require strategic thinking and practically applicable ideas. Plans are underway in each country to intentionally leverage and link to larger programmes and funding sources but innovative approaches and new ideas are welcome to make this happen effectively. The series of scoping studies, and extensive discussions within the management team, and facilitators generated a range of new ideas around strengthening FFPOs for climate resilience and perhaps to a lesser extent around developing access to social and cultural services. These ideas are now playing out in unique and context specific ways in each country and the first year in particular will be a good learning experience to achieve the desired outcomes. Efforts are underway to deepen the focus on gender equality across the board, but also through the earmarking funding but this will require close attention and monitoring. In countries where there is a strong presence of indigenous peoples, the inclusion of their FFPOs and priorities in the work will be an ongoing

challenge. We are still challenged to develop a distinctive set of signature activities for youth.

Maintaining FFF's unique comparative advantage and positioning is critical when we see many other projects and programmes increasingly taking on the language about landscapes and climate resilience, engaging small holders and local communities, the role of indigenous peoples, women's economic empowerment and the value chain approach. FFF's entry point is its focus on strengthening and directly supporting the organizations of forest and farm producers and outcomes 3 and 4 extend the role of FFPOs beyond the enterprise and livelihood focus of outcome 2 which was successfully developed in Phase I. This re-orientation may be more in line with the priorities of indigenous peoples and perhaps even women's organizations but the multi-dimensionality remains a challenge which shouldn't blur the core value proposition and niche for the FFF.

Among several strategic global initiatives has been the work around gathering better data and communicating the importance of the small-scale sector - this follows the publication of "Small but Many is Big" with IIED and the "World's Largest Private Sector?" with IUCN. An incipient network of researchers has been initiated but this requires attention and staff time.

Serving our network partners and partnering with networks - the category of network countries was added to try and ensure some continuity of support to our Phase I partner countries and several additional countries scoring highly in their calls for expressions of interest, but also to pursue a larger scale vision for the FFF as a resource to, and networker of a broader constituency. At the FFF network partner level we need to find a mix of services, information and engagement and that will help keep up the momentum for FFPOs in those countries. We hope that bringing them together at the FFPO exchange will help in brainstorming the best way to accomplish this - and that the framing around the Decade of Family Farming might allow for both additional resources and a mandate to expand this component of the FFF - for which we currently have almost no funding available other than the regional and global work - which we are proposing will be oriented towards supporting regional or global alliances primarily around building the capacity of national members of their organizations. There is not always a direct match between country and regional member organizations however.

5.2 Resource mobilization

We have done well thanks to our current partners. However, we are seeking to achieve a lot in each country with limited funding and our goal remains that of raising USD 96 million and implementation in 25 countries.

5.3 Operational challenges

Fitting it all in: a particular problem is that almost every outcome and many outputs require different assessments - and though FFF has developed a considerable variety and range of assessment tools - it would take far too much time and resources to undertake all of the different assessments - and certainly not at the same time - though the earlier each one could be done the better. To address this, the decision was taken wherever possible to begin with a broad Organizational Capacity Self Assessment Tool (OCSAT) with the hope that this would then help FFPOs to prioritize their capacity gaps and perhaps select several more focused assessments as a follow up.

With a renewed emphasis on demand driven knowledge generation to serve FFPOs, one challenge will be to ensure that mission coordination is maintained between FAO and IIED staff to ensure that in-country facilitators and staff are not overwhelmed by visits from headquarters. Conducting joint missions with some knowledge demand survey work, operational planning, M&L guidance, and some specific research and communications from new knowledge will help to build synergies between these elements of the programme but is also a challenge to arrange logistics in practice.

Exploring alternative fund disbursement mechanisms - FAO's Letters of agreement are contracts that were developed initially for procurement and are still framed very much in terms of "service provision" with complex requirements for the "service providers". We have learned to manage within the confines of Letters of Agreement and appreciate many of the checks and balances that they entail, but FFF is exploring different funding modalities evolving within FAO to provide "small grants" which are more attuned to supporting programmatic work of smaller FFPOs enterprises, cooperatives. We are currently exploring one modality called the Direct Beneficiary Grant which we may help to field test in several offices to see if it may indeed simplify the work.

5.4 Administrative challenges

Matching outcome based budgeting with responsive programme support that responds to the unique context and different goals of FFPOs themselves. The need to project budgets with some level of pre-allocation along outcome lines creates a challenge to participatory country and FFPO led planning. Countries develop their work plans to achieve impacts according to the results matrix but facilitators and partners feel inhibited by prior assumptions about how much is available and therefore should be spent per year. Though we are setting up procedures for tracking expenditures by outcome this will also be a challenge particularly for multi-outcome Letters of agreement to apex FFPOs working on most if not all outcomes, and for activities which usually cover multiple outcomes. We hope that the management team will be afforded some flexibility which will allow us to adjust the

ratio of expenditures by outcomes when it becomes most apparent which activities are most effective for achieving impact and we understand the logic of phasing funding for different outcomes differently in each country over the project period and distributing the funds by outcome across the whole project with some variation between countries and regional and global work.

We have faced challenges and significant delays due to the requirement that each partner country sign country agreements before any FFF funds can be released. These agreements contain very detailed obligations and are the same for relatively small FFF funds and extremely large development assistance programmes. This has a positive dimension in that the FFF attains a visibility above the immediate ministry with whom we developed agreements in the past - to the level (often) of finance ministries, but at this level decision making is more complicated. At the time of writing this report all outstanding agreements had been signed except Madagascar which is expected but in some countries this took up to five months.

Finally, ongoing changes in regulations regarding HR and travel requirements mean that longer procedures have had to be followed for the hiring of Facilitators and greater advance planning is needed for scheduling travel amongst others.

6. Annexes

Annexe 1: FFF team

Annexe 2: FFF logframe

Annexe 1: FFF team

FFF country facilitators

Bolivia: Boris Igor Fernández Arancibia

Ecuador: Virginia Beatriz Vallejo Rojas
and Kelvin Cueva Rojas

Kenya: Philip Koskei Kisoyan

Ghana: Elvis Kuudaar

Nepal: Racchya Shah

Viet Nam: Pham Tai Thang

Zambia: Vincent Ziba



FFF team based at FAO HQ

Jeff Campbell, Manager

Sophie Grouwels, Programme Implementation

Jhony Zapata, Programme Implementation

Marguerite France-Lanord, Information Services & Communications

Svea Senesie, Associate Professional Officer

Francesca Guarascio, Reporting, Monitoring and Learning

Giulia DeRobert, Resource mobilisation

Zoraya Gonzalez, Programme Administration

Tatiana Lebedeva, Programme Administration

Laura Simeoni, Office Assistant

With support from :

Professor John Kerr, Visiting Fellow at FAO HQ, from Michigan State University

Maria DeCristofaro, Outreach, FAO Forestry Department

Marco Perri, Knowledge management, FAO Forestry Department

Mario Acunzo and team, Communications for Development, FAO

Marta Gruca, Social Forestry, FAO Forestry Department

Jose Diaz Diaz, Producers Organizations, FAO Forestry Department

FFF team based at IIED (Knowledge generation and monitoring and learning)

Duncan Macqueen, Principal researcher and leader (forests), Natural Resources

Anna Bolin, Researcher, Natural Resources

Xiaoting Hou Jones, Researcher (biodiversity), Natural Resources

FFF team based at IUCN (Regional and global support)

Chris Buss, Deputy Director - Operations, Global Forest and Climate Change Programme

Pauline Buffle, Programme Officer

Annexe 2: FFF logframe

Results Chain					
Objective: Forest and Farm Producer Organisations (FFPOs) including women, youth and Indigenous Peoples are the primary agents for climate resilient landscapes and improved livelihoods					
	Indicators	Baseline	Target	Means of verification	Assumptions
Outcome1 More enabling policy and legal frameworks for FFPOs delivered through more FFPO-inclusive governance and cross-sectoral processes	# of policy/legal documents, processes or decisions that have changes made in favor of the interest of FFPOs through direct engagement at 1) national, 2) international levels	To be assessed by country baseline studies in year 1 of programme	At least an average of 2 sub-national/national policy changes per partner country in favour of FFPO landscapes and livelihoods delivered by the end of Year 5) At least 2 significant regional/global level policy changes by the end of Y 5	Nationally gazetted policies Independent reports of policy developments Media coverage of new policy developments	-- Policies and their implementation do not reflect realities and barriers of rural communities -There are policy arenas and processes where FFPOs can participate - There is a political will to incorporate the interests and needs expressed by FFPO's in relevant policy processes - FFPO's are organised and have the capacity to effectively engage in external advocacy
		50	50		

					- FFPO's internal governance structures allows for equitable representation of diverse interests from women, men, youth and indigenous peoples
Output 1.1 The FFPOs have clear advocacy agendas that represent all their members' interest	# of FFPOs with a written advocacy agenda approved by their members (through a legitimate and representative process) % women, youth and Indigenous Peoples involved directly in the approval process	To be assessed by country baseline studies in year 1 of programme	Each major apex FFPO per country develops a clear advocacy agenda by year two through an inclusive and representative process.	Board/General Assembly/Committee Minutes of the meetings Internal policies, actions plan, and strategies for gender inclusion Female and youth board representation Self-assessment tools within FFPOs FFPO grantee reports Country facilitator annual synthesis reports	- The leadership of the FFPO is committed to develop advocacy efforts according to the members' interest -FFPO's have, or have a desire to ensure equal opportunities for women, men, youth and IPs in decision-making bodies and processes

					<p>-More inclusive participation leads to inclusive outputs</p> <p>-FFPO's have the tools and guidance necessary to develop internal actions and strategies for strengthening youth, IP and gender inclusion</p>
<p>Activity 1.1.1 Establish or strengthen FFPOs organisational management capacity according to the members interest and needs</p>					
<p>Activity 1.1.2 Empower women within FFPOs to improve gender equity</p>					
<p>Activity 1.1.3 Facilitate the formulation of clear advocacy</p>					



agendas targeting policy processes					
Output 1.2 Cross-sectoral, multi-stakeholder policy processes strengthened with better representation from forest and farm producers	# of strengthened or new cross sectoral, multi-stakeholder policy processes with active participation by FFPOs per year at 1) national and 2) regional/global level # of FFPO-representatives participating per advocacy/policy process (disaggregated data M, F) per year	To be assessed by country baseline studies in year 1 of programme (there may be prior efforts in this area)	At least 1 policy process or practice per country identified as effective conduits for FFPO engagement by year 1 At least 20 opportunities per partner country taken for policy representation by forest farm producers (50:50 men and women representatives) by the end of year 5 of programme Increased participation by FFPO representatives in at least 3 regional/international processes.	Country facilitator annual synthesis reports Meeting reports Engagement strategies developed by /with FFPOs	- Government sector Ministries are available and willing to engage in regular policy dialogue at sub-national and national levels around cross sectoral issues relevant to FFPOs -Existing policy processes are open to the participation of FFPO representatives -FFPO's representatives can get to meetings and are able to put their priorities on the agenda for discussion

					-FFPO's have a system in place for following-up on decisions in cross-sectoral processes
Activity 1.2.1 Facilitate cross-sectoral, multi-stakeholder policy processes that deal with issues affecting forest and farm producers in countries and internationally					
Activity 1.3.1. Facilitate openings for representation by forest and farm producers cross-sectoral, multi-stakeholder policy processes in countries and internationally					



<p>Outcome 2 Increased entrepreneurship, access to markets and finance through gender equitable value chains delivered through new capacity to provide business incubation within FFPOs.</p>	<p># of FFPO enterprises based on environmentally sustainable resource use that are providing benefits and returns to their members. # of FFPO enterprises that have new or enhanced value addition activities # of female lead enterprises</p>	<p>To be assessed by country baseline studies in year 1 of programme</p>	<p>At least 1 apex FFPO has increase the benefits and returns to members directly. 4 documented examples per partner country of substantively up scaled value chains delivering widespread livelihood benefits driven by collective strength of FFPOs by year 5 At least 20 enterprises (of which 10 or more are women lead) below the APEX FFPO level have new or enhanced value addition activities per country by year 5</p>	<p>National company registers Apex FFPO records and reports FFPO grantee and in-country facilitator reports</p>	<p>-FFPO members have an interest and ability to improve business outcomes -There is sufficient infrastructure, technical assistance, resource access, and opportunity for creating economies of scale locally -Markets providing opportunity for value addition exists and are accessible to FFPO businesses -Options for accessing finance to develop business opportunities exists locally or through intermediary channels</p>
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<p>Output 2.1 FFPOs have capacity to deliver targeted business incubation services to their members</p>	<p>#FFPOs with system for business skills needs assessment in place # entrepreneurship trainings per year run through FFPOs # staff with business training expertise per FFPO % of trained business incubation staff that are women or youth (disaggregated by gender)</p>	<p>To be assessed by country baseline studies in year 1 of programme</p>	<p>At least 1 process per partner country lead by FFPOs for skills needs assessment At least 1 process per partner country of entrepreneurship training run through FFPOs per year At least one FFPO with one male and one female business expert capable of conducting business training per partner country</p>	<p>Reports of training events FFPO grantee reports. Country facilitator annual synthesis report.</p>	<p>-FFPO's have a vision in place to develop internal business incubation functions -FFPO's have access to resources, guidance and skilled staff to develop business incubation structures and services internally -FFPOs have access to enough potential clients (members) to ensure the costs of business incubation can be covered</p>
<p>Activity 2.1.1 Organize and deliver training in market analysis and development and other business</p>					



development packages					
Activity 2.1.2 Support the develop or strengthening of business incubation services within FFPOs					
Output 2.2 FFPOs (and their members) have improved access to business, marketing and financial services.	# FFPOs with a business plan that incorporates credible business market and financial information and are delivering benefits to members (disaggregated by gender, youth and indigenous peoples) # of FFPOs receiving a minimum of 1 business or marketing or financial service from third party providers per year (disaggregated by gender, youth and indigenous peoples)	To be assessed by country baseline studies and organisational capacity assessment in year 1 of programme	At least 20 FFPO enterprises have improved business plans and are receiving additional services ((of which 50% women) per country by year 3 & 4 At least 20 enterprises (of which 50% are women led) have increased their sales, market share and/or income per country by year 3 5 investment processes per country catalysed for value chain development by year 5	Organisational capacity assessment Enterprise capacity score FFPO grantee reports Country facilitator annual synthesis report	-FFPO members have little or no knowledge of methods for analysing and developing market opportunities -There is no or limited access to financial services -There is no or limited access to marketing services -Financial service providers can be mobilized to serve FFPOs

Activity 2.2.1 Facilitate FFPOs' and their members' access to financial and other business services					
Activity 2.2.2 Support gender- based value chain analysis and development to increase scale of market share, processing enterprises and prioritise investments and broker access to finance with forest and farm business					

Outcome 3 Improved delivery of landscape scale mitigation, adaptation and climate resilience for climate change through direct engagement of FFPOs and integration with inclusive	# ha under FFPO management or direct engagement linked to increased mitigation and adaptation results USD allocated to FFPOs to implement climate or	To be assessed by country baseline studies in year 1 of programm e	At least 10% of the national hectare targets for mitigation, adaptation, resilience or restoration per partner country proactively addressed by FFPOs through major new programmatic links with major	National statistics on forest cover and deforestation and biodiversity loss, REDD + and Bonn Challenge monitoring data Independent evaluations FFPO grantee reports and country	-FFPO members have access to land with clear tenure -Members of FFPOs find landscape level initiatives relevant and are motivated to
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livelihood approaches	landscape restoration programs (nationally, regionally and globally)		<p>initiatives by year 5</p> <p>At least one global climate and/or restoration initiative includes more specific targets for hectares of impact provided through FFPOs, women, youth and indigenous peoples</p> <p>At least one global climate and/or restoration initiative includes more specific targets % of investment to be channelled to FFPOs.</p>	facilitator annual synthesis report	<p>participate in them</p> <p>-FFPO's have the institutional capacity required to access and manage climate finance</p> <p>-FFPO members have access to technical guidance in climate resilient practices</p> <p>-Climate or landscape restoration programmes recognise FFPOs as key partners in achieving programme outcomes and take concrete actions to address this.</p>
Output 3.1 FFPOs contribution in climate and landscape level programs has increased the	# partnerships with 1) sub-national/national, 2) international climate or landscape	To be assessed by country baseline studies in year 1 of	National workplans of at least one major climate programme per country reflect	National climate and restoration programme reports. FFPO grantee reports	-There are landscape level programs that are open for

outreach of these programs	restoration programs	programme	FFPOs inclusion by year 5 At least 25% of FFPO members are participating in climate or restoration activities by year 5.	Country facilitator annual synthesis report	FFPO partnership -Members of FFPOs find landscape level initiatives relevant and are motivated to participate in them
Activity 3.1.1 Facilitate links between sustainable forest and farm producer organizations, climate mitigation and adaptation and landscape restoration programmes			Improved access to forests and landscapes/territories for FFPO members in least half of core partner countries by year 5		
Activity 3.1.2 Build FFPO capacity and engagement in innovative funding mechanisms to access and channel resources to their members					
Activity 3.1.3 Arrange trainings and exchange events to					

increase exposure of forest and farm producer to climate resilient landscape planning, sustainable production businesses and potential markets					
3.2. FFPOs have mainstreamed climate change into their operations	# FFPOs with climate resilience plans and/or responsive practices on the ground by the end of Phase II # FFPOs staff received training in climate change adaptation /mitigation/resilient practices by the end of Phase II (disaggregated M, W)	To be assessed by country baseline studies and organisational capacity assessment in year 1 of programme	At least one apex level national FFPO per partner country has supported improved climate resilience for a large proportion of its members by year 5 At least 10 climate resilient landscape/territorial plans developed with FFPOs in countries with enabling environments in place by year 4 At least 20% of FFPO members demonstrate more climate resilient practices such as restoration, tree planning,	Organisational capacity assessment FFPO grantee reports Country facilitator annual synthesis report	-The leadership of FFPOs see the importance and are committed to climate change mainstreaming -enabling policies facilitated FFPO and community based landscape planning -enhanced climate resilient technologies are accessible to FFPO members. -finances for climate

			agroforestry systems or climate smart agriculture,		change responses are channelled to FFPOs for practical use – restoration, nurseries, crop diversification, exchange visits.
Activity 3.2.1. Support to FFPOs to conduct climate change risk assessment, and other exercises to develop climate resilient plans and strategies.					
Activity 3.2.2 Capacity building of FFPOs in climate change adaptation /mitigation/resilient practices					
Activity 3.2.2 Support to FFPOs in climate resilient planning					

Outcome 4 Improved and equitable access	# forest and farm producers receiving	To be assessed by country	At least 5 new social or cultural services per	FFPO grantee reports	-FFPO's provide or have an
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to social and cultural services	improved social or cultural services (disaggregated M, W, youth and Indigenous peoples)	baseline studies in year 1 of programme	partner country benefitting at least an aggregate of 10,000 members of which at least 50% are women by year 5 of programme	Country facilitator annual synthesis report Independent evaluations	interest in developing services that meets cultural and social needs of members -Social and cultural services complement and enable members to benefit from other services related to production and income generation -Social and cultural services have the potential to foster greater social cohesion and inclusion in local economies
Output 4.1 FFPOs have systems in place to provide social and cultural services (targeting the	# of FFPOs that have conducted a needs assessment related to social and cultural services	To be assessed by country baseline studies in year 1 of programme	At least 4 examples per country of social or cultural services provided by FFPOs At least 2 exchanges per	FFPO grantee reports Country facilitator annual synthesis report	-FFPOs have a vision in place for strengthening or developing social and cultural

most vulnerable members)	# social and cultural services offered by the FFPOs per year		country to show examples of FFPOs providing social & cultural services by year 5		services to members -FFPOs are willing to allocate internal resources towards developing social and cultural resources -Members value and have an interest in accessing social services
Activity 4.1.1 Organize capacity development events, exchanges and peer to peer learning to increase understanding of the role of FFPOs in social and cultural services to strengthen ownership and cohesion					
Output 4.2 FFPOs link their social and cultural development	# attendance by FFPOs in national level social development	To be assessed by country baseline studies in	Major documented links between FFPOs and SDG implementation	FFPO grantee reports Country facilitator annual synthesis report	-FFPOs are aware of, or have a willingness to engage



<p>agenda to national SDG process and other governmental development processes</p>	<p>processes that include social and cultural rights per year (e.g. SDG working groups, planning, monitoring and evaluation meetings)</p>	<p>year 1 of programme</p>	<p>in all partner countries by year 3 of programme At least 5 SDG awareness meetings per country with individual or clusters of FFPOs by year 4 (with 50% men and women participation) At least 2 examples of in-country SDG implementation by FFPOs by year 5</p>		<p>with, the SDGs and make linkages to them in their own development priorities -FFPOs have access to national level social and cultural rights processes, including for the SDGs -FFPOs have the willingness and/or capacity to contribute with data towards national monitoring efforts for the SDGs</p>
<p>Activity 4.2.1 Broker links with national SDG secretariat and facilitate the inclusion of FFPO members and their voices in the planning, implementation</p>					



and monitoring process					
Activity 4.2.2 Develop country-specific communication products					

