



## Forest and Farm Facility



# Highlights from the Forest and Farm Facility Annual report 2019

**The First Harvest from the Basket of Products:**  
Forest and Farm Producer Organizations working together  
for Climate Resilient Landscapes and Improved Livelihoods







## Introduction

It is harvest time once again for the Forest and Farm Facility (FFF) and all of our partners. Harvest is a time to bring in the results from the portfolio of partners, and the baskets of products from the Forest and Farm Producer Organizations (FFPOs) and the landscapes that support them.


The work of FFF is increasingly relevant for major global agendas and concerns that surfaced in 2019: climate change, links between agriculture and deforestation, biodiversity, and the Sustainable Development Goals (SDGs).

This time we have the first full year of Phase II implementation to report on in seven original core partner countries (Bolivia, Ecuador, Ghana, Kenya, Zambia, Nepal and Viet Nam) and the launching of our work in two more core countries (Togo and Madagascar).

We also have the results from regional exchanges, trainings, and global events with support to, and feedback from a larger field of countries (including our seven network partner countries Nicaragua, Guatemala, Liberia, The Gambia, United Republic of Tanzania, Myanmar and Indonesia), as well as FFPOs and other partners.

Overall, the proof of concept that “being organized is a net positive across the spectrum” continues to hold true. Targeted capacity building and direct support can significantly enhance impacts that FFPOs are able to achieve. This first harvest is encouraging and surely only the beginning as we look to leverage learning and catalyse much larger change in the years to come.

This document presents some highlights from the FFF Annual report 2019 presented to the members of the Steering Committee and resource partners.





# The Forest and Farm Facility

## Climate-resilient landscapes and improved livelihoods

The women and men, indigenous peoples, local communities and youth who form the membership of forest and farm producer organizations (FFPOs) are the primary partners of the Forest and Farm Facility (FFF).

The FFF supports forest and farm producers to organize into producer organizations.

By getting organized FFPOs can sell their products more effectively, have a joint voice to influence policy and other actors, and can help their members who are often small poor marginalized to get access to services that all people should have.

FFF seeks to strengthen FFPOs capacity to act as primary agents of change, supported by government and other private sector actors.

FFF helps these partners ensure impacts that result in *Climate-Resilient Landscapes and Improved Livelihoods*, addressing many of the Sustainable Development Goals (SDGs).

*90% of all farms worldwide are owned by an estimated 1.5 billion smallholders on farms covering one to ten hectares. By gathering these small farmers together, FFPOs can reach a scale that is competitive with large-scale producers – with the benefits of increasing social and ecological resilience and encouraging biodiverse landscapes and social inclusivity.*

Jeffrey Campbell  
FFF Manager

The Forest and Farm Facility (FFF) is a partnership between the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN) and AgriCord.



## Build prosperity in place

FFF outcomes directly address SDGs 1, 2, 3, 5, 8, 10, 12, 13, 15, 16, 17. FFPOs play a role in the implementation of all SDGs as illustrated below.

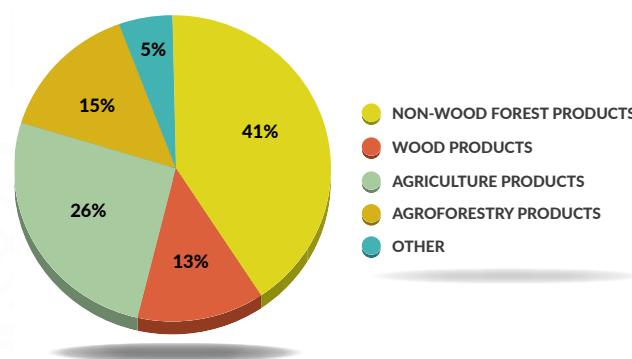
FFF's work is primarily focused on those traditionally left behind including indigenous peoples, but also women and small forest and farm producers and their often invisible enterprises.



## From single commodity value chains to portfolios of bankable businesses focused on baskets of products

FFF and partners have been vocally promoting a comprehensive approach based on a new paradigm shift. Institutionalizing business incubation and coaching capacity within FFPOS are core elements in a shift to more sustainable, long-term support for FFPO cooperatives and enterprises.

In 2019, FFF held regional trainings for all our facilitators and key FFPOs on initiating business incubation (in Madagascar, September 2019 and in Nepal, September 2019) and with IIED produced a briefing paper, [Forest business incubation: the heartbeat of healthy landscape livelihoods](#), to summarize the process.



Distribution of the 54 value chains in the basket of products approach supported by the FFF

The paradigm shift is building on our emphasis on forest and farms together as components of multifunctional landscape production systems; it concentrates on a transition from single commodity value chains and individual examples of sustainable businesses to portfolios of bankable businesses – focused on baskets of products linked to landscapes.

FFF is seeking to help FFPOs in identifying the most practical investment options from personal and community savings and loans, through micro credit, to banks, direct investment by other businesses in the value chain, up to blended finance and government incentives. For almost all of these, better and more business plans are needed, and FFF is building on its **Market Analyses and Development trainings** (held in Togo, August and October 2019) and new tools to support a new pipeline of ‘finance-ready’ plans.

*By adding diversity to their shopping baskets, consumers worldwide will not only be improving the nutrition of their families, they will be supporting sustainable food production systems, resilient landscapes, and smallholder farmers.*

Jeffrey Campbell  
FFF Manager

[For a Sustainable Diet, Diversify Your Basket!](#)  
Editorial in SDG Knowledge Hub, IISD, October 2019

## Impacts at scale

Support provided through key apex FFPOs and to smaller FFPOs in each country is reaching:

- 350 FFPOs;
- Over 350 000 members directly;
- 25 million members reached through indirect support;
- Three regional and one global FFPO (with over 25 million members in total) in almost 30 additional countries;
- 12.3 million has of natural forests and farm forestry plantations managed by FFPOs partners of the FFF.

### Gender

**50%** women-led FFPOs supported for enhanced entrepreneurship and business capacity.

**55%** female FFPO staff members trained in climate change and restoration practices.

**12%** of each annual country budget allocated to address gender issues.

### Youth

**“Prosperity in Place”** working paper published on options to create more employment and engagement opportunities to offer youth options to remain on forests and farms, and lead innovations and change.

**30 000** youth supported (in Ghana alone).

## Indigenous peoples

In 2019, FFF engaged actively with the indigenous peoples to strengthen their well-being and diversify local economies, including adaptations to production systems that maintain traditional approaches and increase market access. FFF builds on FAO’s indigenous peoples’ policy and on the operational guidelines for Free Prior and Informed Consent (FPIC).

FFF engages indigenous peoples in national advisory committees and provides direct support to at least ten indigenous peoples organizations at the country level (four in Bolivia, four in Ecuador, one in Kenya, and one in Nepal) and producers from seven Ethnic minority groups in Viet Nam, and at the global level to The Global Alliance of Territorial Communities.

*While indigenous peoples make up less than 5% of the world’s total population, they wield enormous influence over the well-being of the natural resources on which we all depend. They manage 28% of the world’s land surface and, are the de facto guardians of 80% of global biodiversity – including most of the plant and animal species on Earth.*

Jeffrey Campbell  
FFF Manager

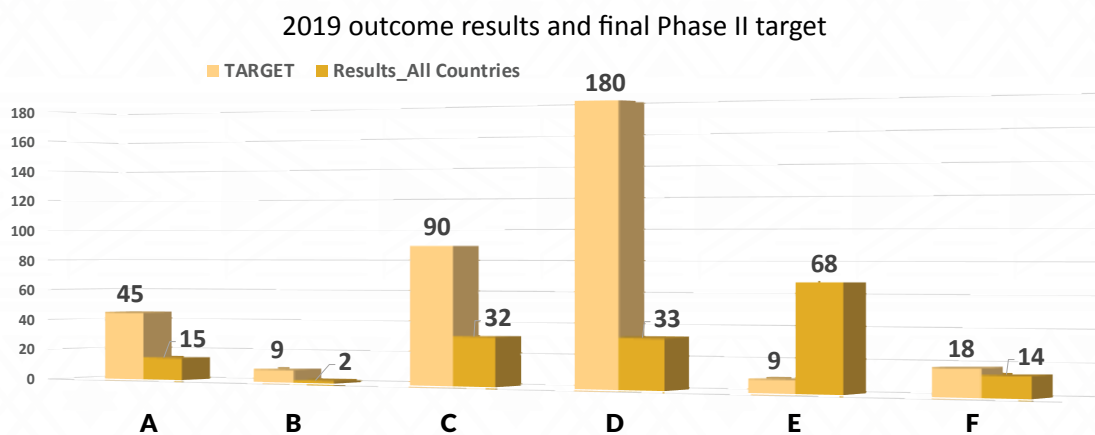
[No Sustainable Development Without Indigenous Peoples](#)  
Editorial in SDG Knowledge Hub, IISD, August 2019

## Aggregate of major results by outcome in the core countries

FFF Phase II is guided by a theory of change, which includes four outcomes and output targets in each country. FFF has a robust monitoring and meaning framework to measure and improve delivery.

The results aggregated below come from the monitoring and learning process run in each country, the knowledge products, some field visits, the results from the implementation of 56 Letters of Agreement (LoA) and an FFF retreat in December. It shows that FFF is making substantial progress against its outcome and output targets in each country.

Results against the four FFF outcomes are progressing well, considering that outcome targets are set to be reached over five years or the current end date for Phase II (December 2022). The figure below provides a global overview of the progress towards some of the indicators for the outcomes.



- A:** Outcome 4 Indicator OI 7: Number of FFPOs that received improved social or cultural services
- B:** Outcome 3 Indicator OI 6: Amount of USD allocated to FFPOs to implement climate or landscape restoration programmes
- C:** Outcome 2 Indicator OI 4: Women led FFPO enterprises
- D:** Outcome 2 Indicator OI 3: Number of FFPOs enterprises that developed value-addition activities
- E:** Outcome 2 Indicator OI 2: Number of FFPOs enterprises, based on environmentally sustainable resource use to provide benefits and returns to their members
- F:** Outcome 1 Indicator OI 1: Number of changes that FFF work has led to in policy/legal documents, processes or decisions for FFPOs

**Outcome 1 – More inclusive governance and cross-sectoral processes leading to enabling policies – SDGs 16 and 17**

- 14 policies, processes or decisions directly affected in favour of FFPOs;
- 18 FFPOs with new advocacy agendas;
- Range between 22 percent and 100 percent of women directly involved in approval;
- 50 strengthened or new policy processes engaged;
- 1 303 representatives of FFPOs involved in policy processes (of whom 649 women, or 50 percent).

**Outcome 2 – Increased entrepreneurship, access to markets and finance through an equitable value chain and business development services within FFPOs – SDGs 1, 5, 8 and 12**

- 68 FFPO businesses supported for 54 product value chains;
- 33 new or enhanced value-adding activities;
- 32 out of 68 FFPO businesses supported are women-led;
- 15 FFPOs with business incubation assessments;
- 38 trainings run;
- 174 staff with business incubation skills in FFPOs;
- Range of 10 to 100 percent women and 2 to 57 percent youth;
- 11 business plans with credible financial information;
- 28 FFPOs with services from third party providers;
- More than USD 1 million in purchase contracts for FFPOs facilitated.

**Outcome 3 – Improved delivery of landscape-scale mitigation, adaptation and resilience for climate change – SDGs 2, 13 and 15**

- USD 21.7 million leveraged for ecological cocoa agroforestry systems;
- 77 240 ha with increasing mitigation and adaptation results;
- 1.3 million seedlings produced and planted generating more than USD 230 000 for small-scale nursery growers;
- USD 98 000 of non-FFF climate-related expenditure allocated to FFPOs;
- 18 partnerships with climate and landscape restoration programmes at the national and subnational levels;
- 11 FFPOs have already developed climate-resilient plans and practices;
- 2 183 staff have been trained in climate change mitigation/adaptation, of whom 1 199 are women.

**Outcome 4 – Improved and equitable access to social and cultural services – SDGs 3 and 10**

- 15 FFPOs providing services to much more than 2 130 producers;
- 6 FFPOs have conducted service needs assessment;
- 11 new social or cultural services offered;
- 4 FFPOs with outreach and communication plans;
- 10 FFPO representatives participating in national SDG processes.

# Highlights from the budget

## FFF Current Umbrella Funding Scenario by Project

GCP/GLO/931/MUL	June-Dec 2018	2019	2020	2021	2022	Total by Donor
Sweden*	2,780,558	3,674,541	2,713,014	2,649,428	2,119,542	13,937,083
Finland **	799,088	780,379	771,775			2,351,242
IKEA	-	128,475	-			128,475
GIZ***	849,934		-			849,934
The Netherlands		100,000	-			100,000
US		100,000	-			100,000
<b>Total (a)</b>	<b>4,429,580</b>	<b>4,783,395</b>	<b>3,484,789</b>	<b>2,649,428</b>	<b>2,119,542</b>	<b>17,466,734</b>
GCP/GLO/397/EC **** (b)	454,104	279,975	621,471			1,355,550
GCP/INT/054/GER (c)	153,759	175,224				328,983
FMM (d)			500,000	500,000	500,000	1,500,000
<b>GRAND TOTAL (a+b+c+d)</b>	<b>5,037,443</b>	<b>5,238,594</b>	<b>4,606,260</b>	<b>3,149,428</b>	<b>2,619,542</b>	<b>20,651,267</b>

\* 130,600,000 SEK = UN exchange rate as of June 2018 of 1 USD = 8.852 SEK. Exchange Rate for 2019 of 1 USD= 9.5349SEK

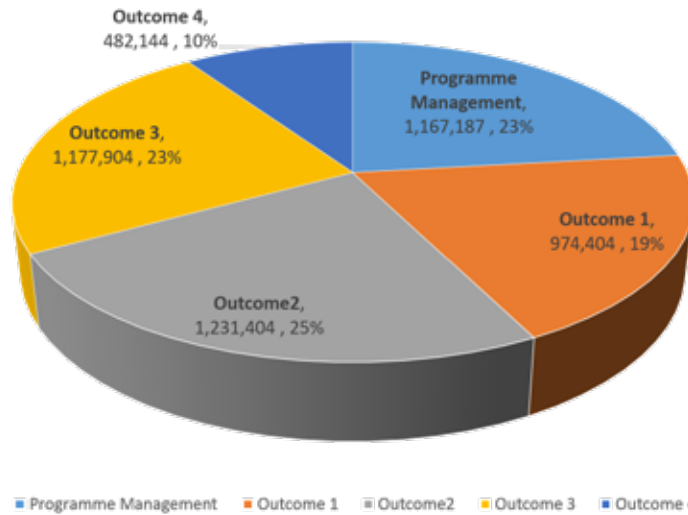
\*\* 3 Year funding of 2,100,000 EUR = UN exchange rate of Jan 2019 of 1 USD = 0.875999 EUR. Exchange rate for 2019 of 1 USD= 0.897 EUR

\*\*\* 18 months funding (12 months 2019 and 6 months 2020) of 800,000 EUR = UN exchange rate of Jan 2019 of 1 USD = 0.9412495 EUR

In 2019, we spent (as of January 2019) a total of USD 5 280 328 million (USD 5 000 353 from the Multi-Donor Trust Fund - GCP/GLO/495/MUL, and USD 279 975 from FLEGT) as against projected expenditures of USD 5 972 344. The difference was primarily due to time required for the development of Letters of agreement (LoAs) with low capacity organizations. Most of these funds have since been committed.

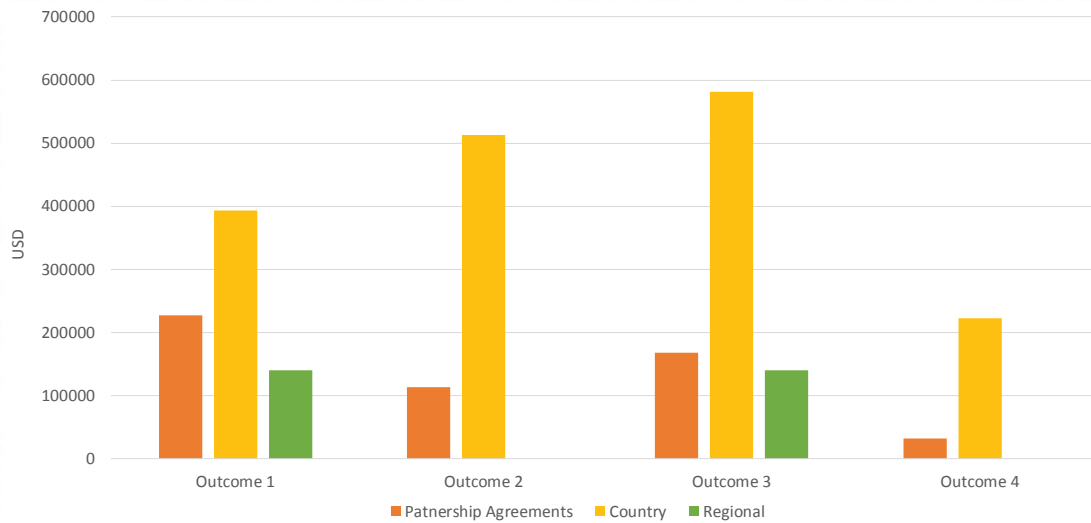
2019 FFF UMBRELLA FINANCIAL STATEMENT Planned vs Actual expenses									
Description	931/MUL			FLEGT			FFF Umbrella		
	Budget	Expenses	Remaining Balance	Budget	Expenses	Remaining Balance	Budget	Expenses	Remaining Balance
Salaries Professional	962,408	956,545	5,863	164,566	0	164,566	1,126,974	956,545	170,429
Salaries General Service	200,000	194,245	5,755	0	0	0	200,000	194,245	5,755
Consultants	380,815	372,841	7,974	106,104	59,650	46,454	486,919	432,491	54,428
Contracts	2,655,000	2,533,733	121,267	559,452	220,189	339,263	3,214,452	2,753,922	460,530
Locally Contracted Labour	20,182	1,575	18,607	0	0	0	20,182	1,575	18,607
Travel	495,558	499,823	(4,265)	45,528	136	45,392	541,086	499,959	41,127
Training	140,580	81,188	59,392	20,775		20,775	161,355	81,188	80,167
Expendable Procurement	12,400	5,503	6,897			0	12,400	5,503	6,897
Non Expendable Procurement	14,400	6,069	8,331			0	14,400	6,069	8,331
Hospitality	10,000	3,758	6,242			0	10,000	3,758	6,242
Technical Support Services	60,003	21,294	38,709	5,021		5,021	65,024	21,294	43,730
General Operating Expenses	57,957	33,511	24,446		0	0	57,957	33,511	24,446
General Operating Expenses - external common services	13,123	319	12,804			0	13,123	319	12,804
Internal Common Services and Support	10,582	11,327	(745)			0	10,582	11,327	(745)
Sub-total	5,033,008	4,721,731	311,277	901,446	279,975	621,471	5,934,454	5,001,706	932,748
Support Costs	296,947	278,622	18,365			0	296,947	278,622	18,365
<b>Grand Total</b>	<b>5,329,955</b>	<b>5,000,353</b>	<b>329,642</b>	<b>901,446</b>	<b>279,975</b>	<b>621,471</b>	<b>6,231,401</b>	<b>5,280,328</b>	<b>951,113</b>

2019 GCP/GLO/931/MUL Expenses by Programme Management and Outcomes



This chart shows that 77 percent of the budget is therefore directly allocated for outcome implementation.

54 LoAs from 2019 by USD and Outcome



## Resource partners

We are now fortunate to have Finland, Sweden, Germany (Deutsche Gesellschaft für Internationale Zusammenarbeit, or GIZ), the Netherlands, the United States of America and IKEA as part of the Multi-Donor fund with additional funding coming from the European Union through the FAO-EU Forest Law Enforcement Governance and Trade (FLEGT) programme in partnership with the Center for International Forest Research (CIFOR). At the end of 2019, support through FAO’s Flexible Multi-Partner Mechanism (FMM) has been committed, which includes support from Belgium, Sweden, the Netherlands, France, Norway, Switzerland, Italy and Flanders. Ongoing resource mobilization efforts are underway with a number of additional funders, and some exciting possibilities are emerging.

## Expanding the impact

In addition to the work with the nine core country partners, opportunities were provided to FFPO members from seven network partner countries: Indonesia, Nicaragua, Guatemala, Liberia, The Gambia, United Republic of Tanzania and Myanmar.

Participation in a [global meeting](#) on the **Decade of Family Farming** co-organized with the World Rural Forum in Bilbao directly shaped the Strategic Action Plan for this important decade. Special FFF efforts ensured that indigenous peoples' organizations participated, and that forest as well as livestock and crop land-based family farmers were well represented.

Participation in several of the major **regional trainings** organized (in Madagascar for Africa and Nepal for Asia) during 2019 brought together FFF country facilitators and leading FFPO and government partners to learn about the guide to establishing business incubators, risk management assessment and mainstreaming gender equality.

**An international exchange of experiences** "[The basket of products: towards inclusive value chains of agroforestry and ancestral systems](#)" was held in the indigenous peoples' Cooperative Tosepan, Mexico, October 2019. 80 representatives of 30 FFPOs from 11 countries that collectively represent 725 000 producers and a number of senior government officials participated in the event. It allowed producer groups to observe and exchange successful technical practices and business skills in cocoa, coffee, vanilla and honey value chains, link producers with policy makers and promoted networks around priority issues such as the promotion of value chains of baskets of products from diversified management of the territory.



## Regional and global FFPOs

2019 also saw the selection of three regional FFPOs.

The **Network of Farmers Organizations and Agricultural Producers of West Africa** (ROPPA) will strengthen agro-sylvo pastoral policies and practices and community forestry with ten of its 16 country federations in West Africa.

The **Asian Farmers Association for Sustainable Rural Development** (AFA) will strengthen the voice and the advocacy capacities of young men and women farmer leaders of FFPOs in ten countries in Asia.

The **Mesoamerican Alliance of Peoples and Forests** (AMPB) will promote inclusive policies that provide a positive business environment for grassroots companies including creation of financial programmes and products according to the needs of local groups in Mesoamerica without discriminatory elements based on ethnicity and gender.

At the global level FFF selected a consortium of indigenous peoples organizations from Central America, the Amazon, Indonesia and the democratic republic of the Congo called the **Global Alliance of Territorial Communities**.

FFF has organized and played a visible role in two of the Global Landscape Forum meetings – in Bonn and in Accra (where we were also active in bringing our FFPO partners to the AFR 100 meeting).

## Communication strategy

The FFF communication strategy is structured around the three components described below. The workflow for outreach products in FFF team has improved a great deal this year and helped us to deliver better outreach products such as a number of success stories and FAO webstories related to specific events. Knowledge demand surveys were organized by IIED with 41 FFPOs in six countries.





## Lessons learned

From a review of the results and challenges, and from continuous monitoring and updates throughout the year, a number of clear lessons have emerged:

**Relationships with and between FFPOs lie at the heart of FFF's work.** Building trust and cooperation takes time and effort that goes beyond formal meetings. Country Facilitators and FFPO leaders are key.

**Relationships with government is vital for FFPOs** and the FFF programme can help to make this strategic connection. Where the fit is good and the government sees a direct link to policies it is seeking to achieve, significant results are possible and can lead to positive policy changes.

**Organizational capacity and good governance in FFPOs** continues to be central for achieving results. Low representation of women, especially in governing bodies is a source of concern.

**Sustainable production through diversification** is increasingly accepted as an important strategy with multiple benefits from baskets of products value chains linked to the landscape.

**Developing portfolios of bankable business plans** and good data in the hands of FFPOs are essential, especially of the inventory and the viability of the product flow, markets and sources of finance that are necessary for entrepreneurship and business incubation work. There continues to be a high demand in almost all countries for FFPO products.

**Innovations in administrative and logistical** aspects continue to be important for smooth delivery.





# Bolivia

Defending Mother Earth through sustainable forest business models that enable 'Living Well' (Vivir Bien).

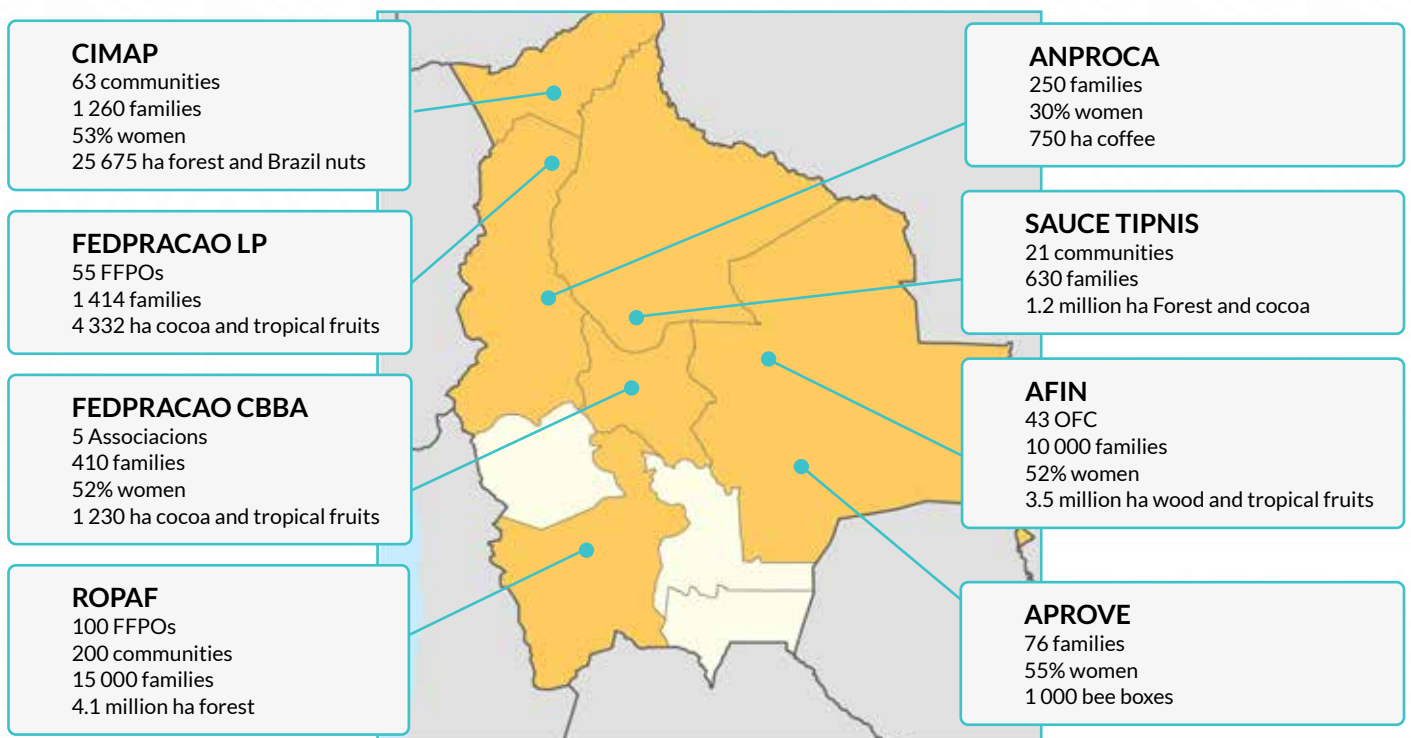
**USD 21.7 million**  
invested by the government for  
5 years for cocoa producers

**USD 1 million**  
in business contracts for family  
farmer organizations through  
regional South American markets

**Over 5 million ha**  
of Amazon forests being  
managed by FFPOs in Bolivia



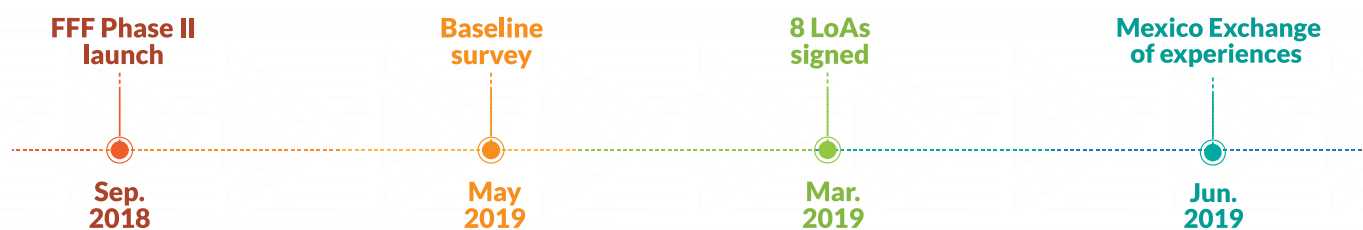
## Implementating partners



AFIN: National Indigenous Forestry Association, National Association of Coffee Producers  
 ANPROCA: Association of Chocolate Producers of the TIPNIS SAUCE  
 AOPEB: Association de organizaciones de productores ecologicos de Bolivia  
 APROVE: Velasco Province Producers Association  
 CIMAP: Central Indígena de Mujeres Amazónicas de PANDO  
 CIPTA: Consejo indígena de los pueblos Tacanas  
 FEDPRACAO CBBA: Departmental Federation of Cocoa Producers and Collectors of Cochabamba  
 FEDPRACAO LP: Departmental Federation of Cocoa Producers and Collectors of La Paz  
 ROPAF: Network of Agricultural and Forestry Producers' Organizations  
 SAUCE TIPNIS: Association of chocolate producers

**Main value chains**  
 Cocoa powder, cocoa butter, chocolate, roasted and ground coffee, sawn wood, artisanal carpentry, honey, chestnuts, copaiba oil, cusi oil.

## Highlights of events in 2019



### Achievements by outcome

#### Outcome 1: towards more enabling policies

Formulation of the “National Programme of Support for the Production and Collection of Cocoa”, which will invest USD 21.7 million over five years in the establishment of 8 593 ha of cocoa benefiting 7 500 families.

#### Outcome 2: towards increased entrepreneurship

Formation of a strategic alliance with the Ministry of Foreign Affairs of Bolivia, enabling FFPO participation in the project “Internationalization of products from family farming organizations” to strengthen capacities to market products from six FFPOs (AFIN, ANPROCA, APROVE, FEDPRACAO CBBA, SAUCE TIPNIS) including participation in the EXPO ALADI 2019 held in Colombia with signed business deals for wood, coffee and cocoa, worth a total of more than USD 1 million.

#### Outcome 3: towards climate-resilient landscapes

Two FFPOs are now implementing climate resilience strategies (FEDPRACAO CBBA and TIPNIS SAUCE) focusing on an agroforestry system using cocoa as the main crop alongside a diversified assemblage of additional crops including yucca, passion fruit, palm heart, and cupuacu etc.

#### Outcome 4: towards more accessible social and cultural services

Two FFPOs in Bolivia (FEDPRACAO CBBA and ANPROCA) initiated pilot experiences to facilitate access to social services (training) that enhanced production.

### Bolivia's chocolate, one of the 20 best cocoas in the world



“We built a model nursery for seedlings and a warehouse for our products with the support from FFF. This helps us maintain the quality of cocoa. And in recent years, it has been considered among the best in the world!”

**David Piloy**  
President of the Chocolecos Association, and member of Bolivia's Leco indigenous tribe

# Ecuador

Empowering a network of FFPO enterprises through marketing of bio-cultural identity

## Chakra label

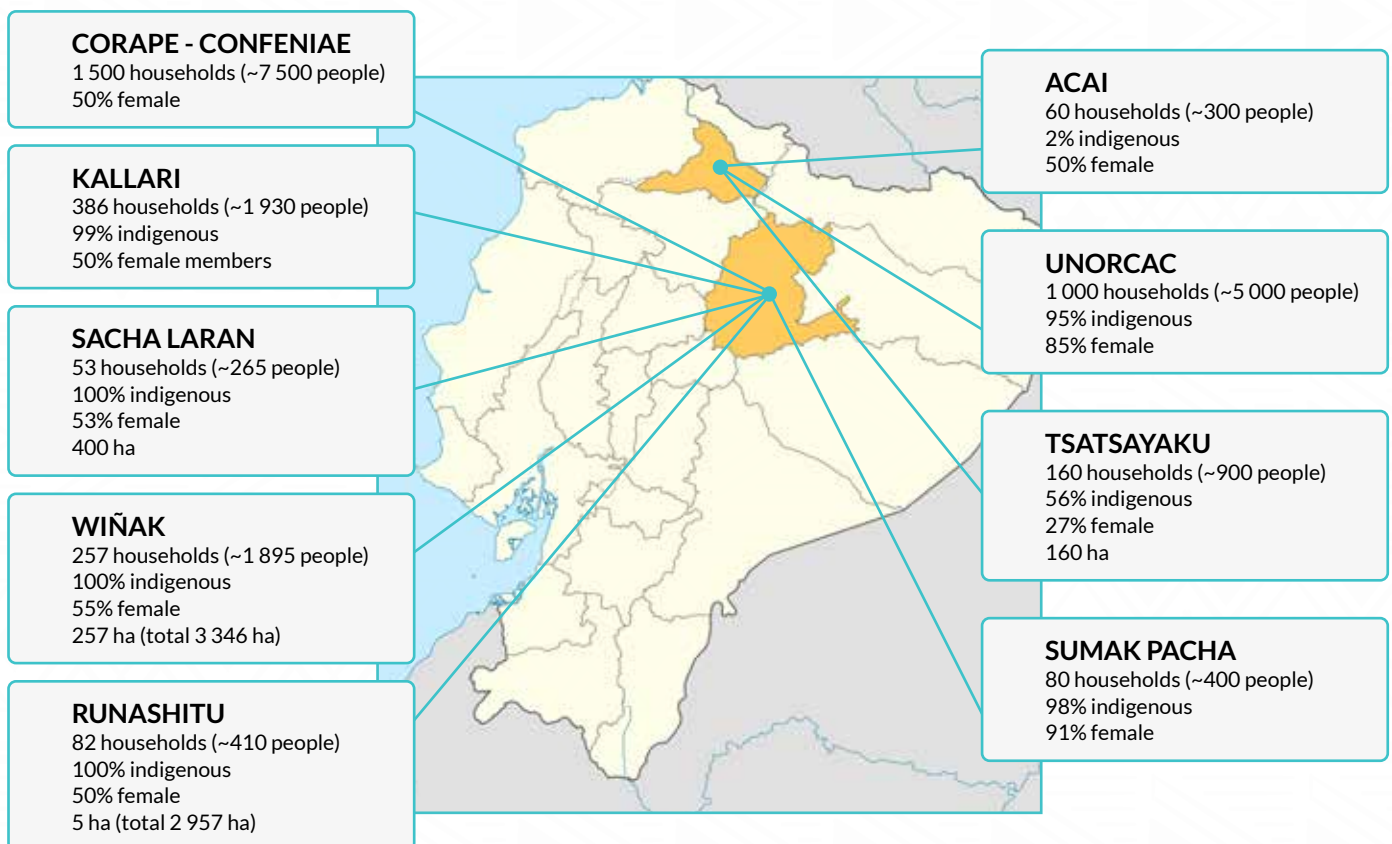
launched to recognize the unique value of ancestral production model of indigenous peoples

## Ministerial agreement No. 34

issued to promote policies of FFPOs bio-enterprises



## Implementating partners



ACAI: Asociación de Campesinos Agroecológicos de Intag  
ASOGROSACH: Asociación de Producción y Comercialización Agropecuaria Sacha Laran  
CONFENIAE: Confederación de Nacionalidades Indígenas de la Amazonía Ecuatoriana  
CORAPE: Coordinadora de Medios Comunitarios Populares y Educativos del Ecuador  
RUNASHITU: Comunidad Kichwa Runashitu de Humuyaku  
TSATSAYAKU: Asociación de Productores de Cacao Fino de Aroma de Carlos Julio Arosemena Tola  
UNORCAC: Unión de Organizaciones Campesinas Indígenas de Cotacachi  
WIÑAK: Asociación Agro Artesanal

**Main value chains**  
Cocoa and chocolate, guayusa, amazon fruits, community tourism.

## Highlights of events in 2019



### Achievements by outcome

#### Outcome 1: towards more enabling policies

The “Guidelines for the Promotion of Bio-entrepreneurship” was approved in April 2019 by an official Ministerial agreement (N°034) to promote policies for FFPO’s bio-enterprises. It provides a formal recognition for the importance of FFPOs bio-enterprise development and thus creates a very favourable environment for further influencing national policy and resource allocation.

#### Outcome 2: towards increased entrepreneurship

In just over a year’s time there has been some significant advances in establishing branding and marketing of FFPO agrifood products. For example, the Chakra label launched is an important promotional initiative that recognizes and values the unique culture and traditions of indigenous people (Kichwas and Quijos) and their ancestral production model called Amazon Chakra.

#### Outcome 3: towards climate-resilient landscapes

FFF have supported Runashitu in making the necessary steps to maintain its involvement in and support from the socio-bosque programme, for which it sets aside quite a large portion of community land for conservation (1 720 ha out of 3 000 ha) purposes. All the FFF supported FFPOs (Sacha Laran, Runashitu, Wiñak, and Tsatsayaku) were trained to improve and implement agroforestry and agroecological practices to increase the resilience of Amazonian Agro-Forestry Systems (SAFA).

#### Outcome 4: towards more accessible social and cultural services

At the national level, Wiñak, who is affiliated with national level CONFENIAE and regional level COICA, participated in several of the national SDG working groups. These constitute potentially important platforms for both linking existing contributions to a range of the social and cultural services needed to achieve prosperity for all, but also for improving access to existing services.

### Added value to the indigenous traditional Chakra food-production system



In the heart of the Ecuadorian Amazon, about 14 000 families of the Kichwas and Quijos indigenous peoples use highly biodiverse traditional agroforestry system, called the Chakra land-use system. It produces an extraordinary range of highly nutritious foods and other products. A single chakra farm can support up to 80 plant species. It provides families with food security, generates economic income, increases ecological and social resilience in the face of climate change, and helps maintain local culture. Women play a crucial role in the Chakra system, using rituals to develop and communicate knowledge on it. FFF has helped more than 60 local enterprises, together with a multistakeholder body, and local government to institutionalize the single “Chakra” label, thereby increasing market benefits for producers. FFF is working to improve the lives of at least 1 500 Chakra farmers.

# Ghana

Empowering FFPOs in Ghana to achieve strength in business, strength at the policy table, and strength in climate resilience

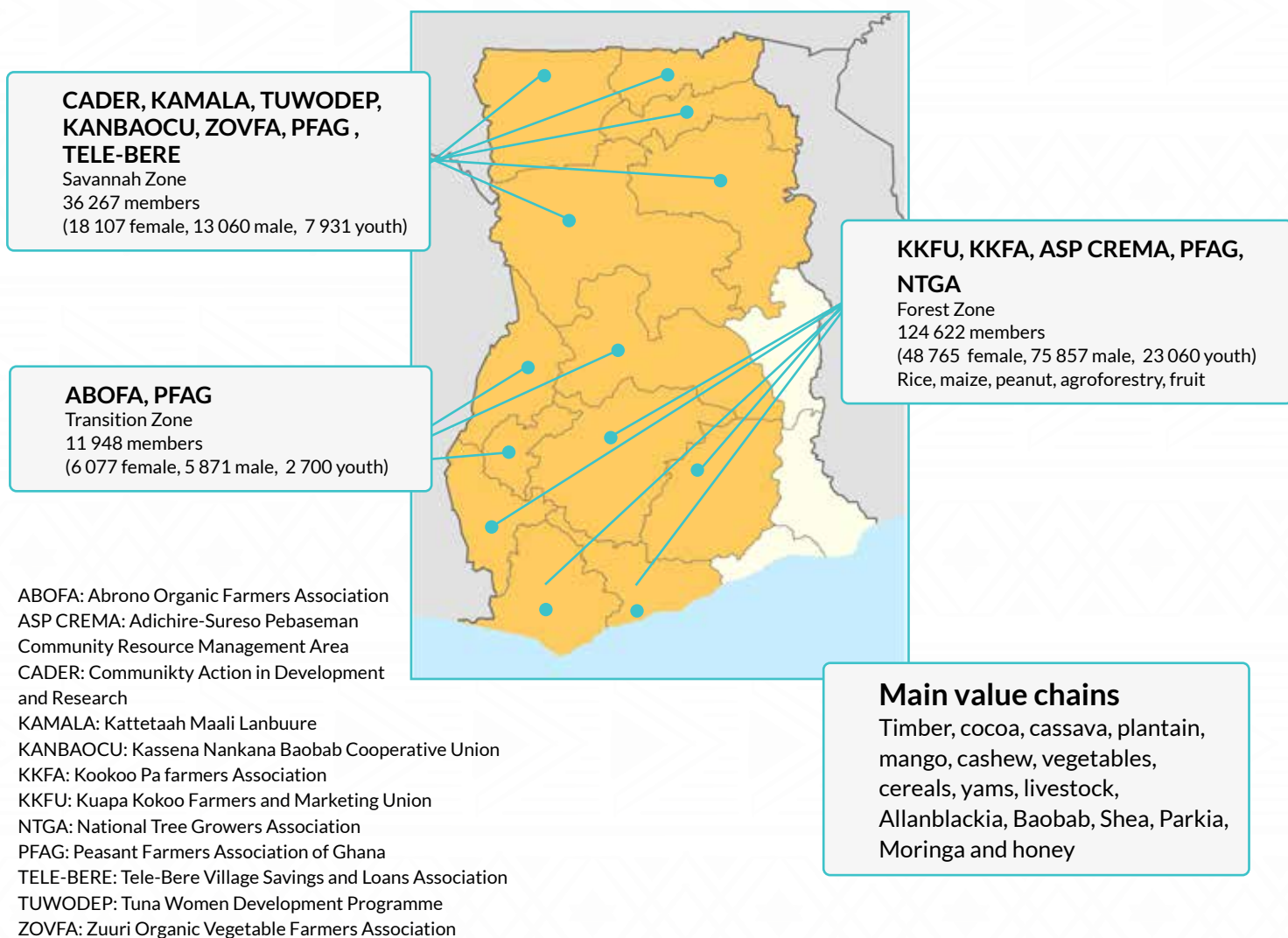
**First National FFPOs federation established**  
the Ghana Federation of Forest and Farm Producers (GhaFFaP)

**National Charcoal Producers Association established**

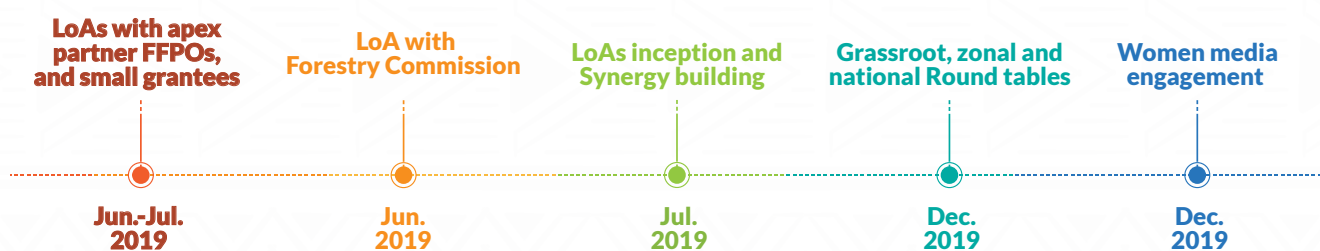
**New services for pregnant women and disabled peoples developed**



## Implementing partners



## Highlights of events in 2019



### Achievements by outcome

#### Outcome 1: towards more enabling policies

Establishment for the first time of a National FFPOs Federation known as the Ghana Federation of Forest and Farm Producers (GhaFFaP), with a strong focus on policy advocacy, including promoting women-led businesses.

#### Outcome 2: towards increased entrepreneurship

Establishment of a National Charcoal Producers Association in Ghana mobilized across savannah and the transition zone to initiate the establishment of recognized national association of charcoal producers and involving training on environmental friendly practices with support from the Forestry Commission for provision of seedlings for woodlots establishment.

#### Outcome 3: towards climate-resilient landscapes

Checklist on FFPOs climate resilience capacity needs based on a field monitoring.

#### Outcome 4: towards more accessible social and cultural services

Development of new plans for social and cultural services by a number of FFPOs in the areas of health, support for pregnant women and nursing mothers, and people living with disabilities. Violence against women is a major hindrance to their meaningful participation in economic sectors and their empowerment.

### Abenaa Owusua, 37-years old, 4 children, member of an organic farmers' association



Abenaa has been farming for around 15 years, specializing in vegetable and yam production. Her only constant concern has been with growing her crops, yet she had planted only 15 cashew trees in the past ten years on her field. She has always thought that clearing the forest would increase production. In 2019, she participated in an exchange visit supported by FFF on the benefits of planting trees. She now understands that including trees on her farm will increase production. With support of FFF, she planted 40 cashew trees on one acre (0.405 ha) of land and 20 cassia trees, and her husband planted 100 Offamu trees in between his cocoa farm for shade and wind break.

# Kenya

Enhancing the profitability of Kenya's tree growing revolution to incentivize forest restoration and climate resilience

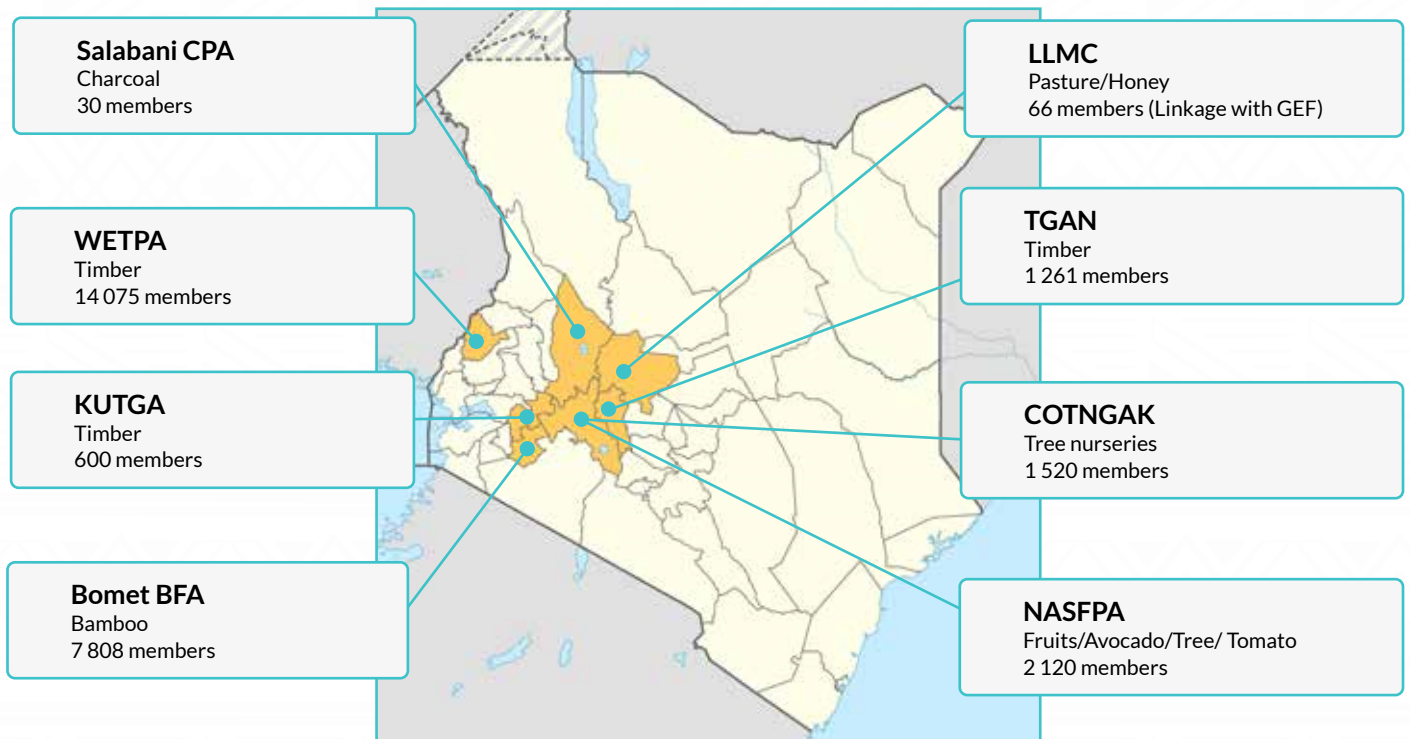
**3000 farmers**  
supported to undertake tree  
inventory of on-farm trees

**Apiary of 300 beehives**  
established with 8 tonnes of  
honey harvested

**3 gender and social  
dialogue forums**  
for women and youth



## Implementing partners



Bomet BFA: Bamboo Farmers Association  
COTNGAK: Community Tree Nursery Growers Association of Kenya  
FFSPAK: Farm Forestry Smallholder Producer Association of Kenya  
KUTGA: Kericho Tree Growers Association  
LLMC: Laikipia Livestock Marketing Cooperative  
NASFPA: Nakuru Smallholder Fruit Producers Association  
SCPA: Salabani Charcoal Producers Association  
TGAN: Tree Growers Association of Nyandarua  
WETPA: Western Kenya Tree Planters Association

### Main value chains

Tree seedlings, timber, charcoal, honey, fruit trees (e.g. tree tomato, macadamia), bamboo, poultry, livestock.

# Highlights of events in 2019



## Achievements by outcome

### Outcome 1: towards more enabling policies

Process of bringing four new FFPOs (Charcoal Producers Federation of Kenya - CPFK, Bamboo Farmers Association - BFA, Apiculture Platform of Kenya - APK and Gums and Resins Association - GARA) under the umbrella of FFSPAK, which itself sits under the umbrella of KENAFF and greatly improves the political voice of those groups in shaping future government policy.

### Outcome 2: towards increased entrepreneurship

Launch of a timber tree census in Nyandarua with TGAN in which their 3 000 farmer members were supported to undertake tree inventory of on-farm trees as a mean of improving market information for buyers and thereby their capacity to negotiate a fair market price.

### Outcome 3: towards climate-resilient landscapes

Development of climate resilience understanding and capacity within the Laikipia Livestock Marketing Cooperative (LLMC) to diversify production, both establishing 200 ha of improved pasture using a traditional grazing system, but also establishing an apiary of 300 beehives (with eight tonnes of honey harvested in 2019), and including business development for women's beadwork.

One county tree growers association in Kenya with 2 000 members is likely to have around 1.6 million trees with a combined market value of USD 1.9 million at eight years of age, sequestering 129 000 tonnes of carbon.

### Outcome 4: towards more accessible social and cultural services

A ongoing women champion mentorship initiative, which in 2019 mentored 102 producers in tree nursery business, timber business and savings techniques. An additional three gender and social dialogue forums for women and youth for NASFPA, and Meru Farm Forestry Producers Association and WETPA involving a total of 75 participants (24 men and 51 women).

## From a Masai Moran to a livestock cooperative manager



### Taporua Ole Ngaiduri,

53 years old, with FFF organizational capacity development training, formed the Laikipia Livestock Cooperative, which established 200 acres of pasture and 300-hive apiary. He supported the resources mobilization of USD 100 000 from other development partners.

# Madagascar

Linking local food security priorities with national forest landscape restoration ambitions

**140 youth**

trained in agricultural business management

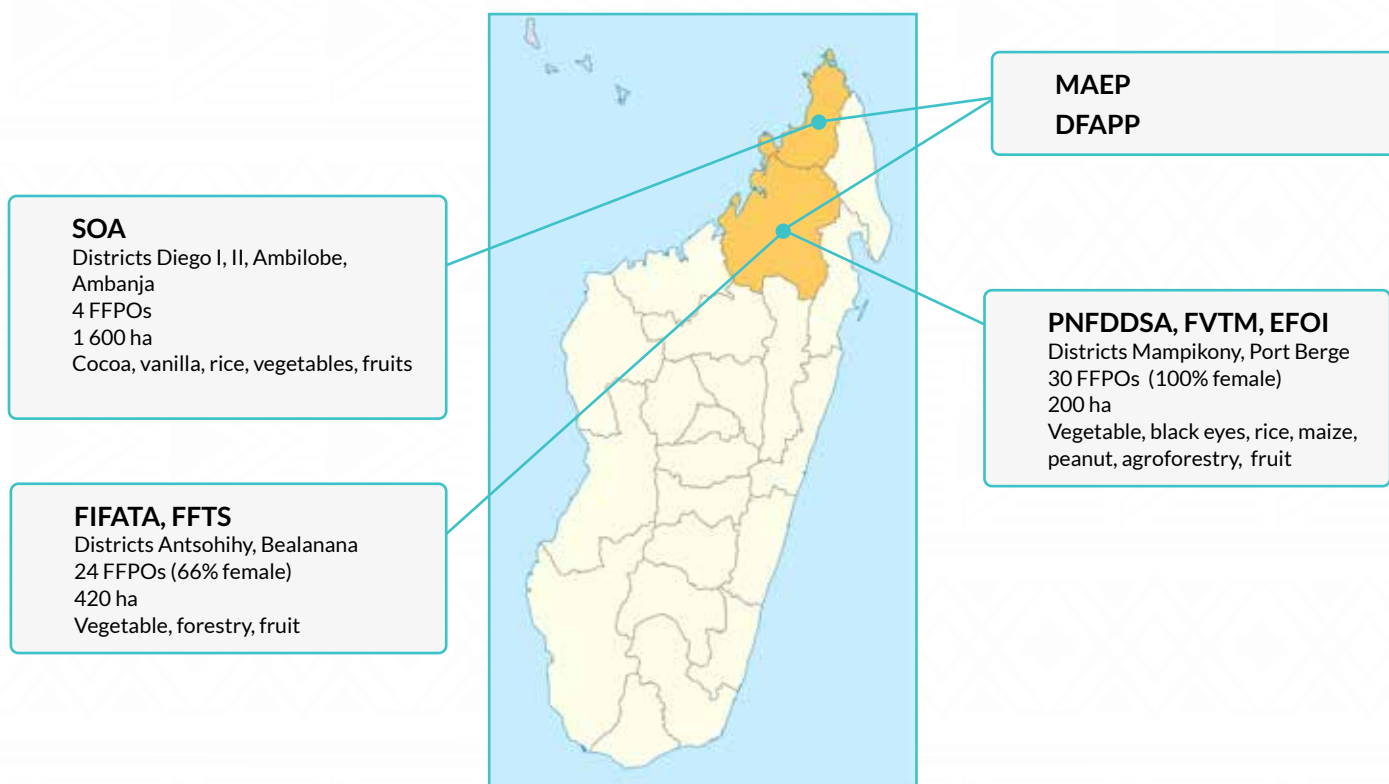
**National women's platform**

for sustainable development and food security reinvigorated

**3 Regional training of trainers held**



## Implementing partners



FIFATA: Association pour le progrès des paysans

FFTS: Fédération pour le développement des producteurs de Sofia

SOA: Syndicat des Organisations Agricoles

PNFDDSA: Plateforme Nationale Femme, Développement Durable et Sécurité Alimentaire

FVTM: Fédération Nationale des Femmes Rurales Malgaches

EFOI: Entreprenre au Féminin de l'Océan Indien

MAEP: Ministère de l'Agriculture, de l'Élevage et de la Pêche

DFAPP: Direction d'appui à la Formation Agricole et Professionnalisation des Producteurs et Pêcheurs

### Main value chains

Cocoa, vanilla, vegetables (onion, potatoes, carrots) and rice.

## Highlights of events in 2019



### Achievements by outcome

#### Outcome 1: towards more enabling policies

Initial support has been provided to members of the national women's platform for sustainable development and food security, PNFDDSA, which has been going through a process of restructuring and reinvention. Trainings in organizational management have been provided and dialogue facilitated between members of the platform.

#### Outcome 2: towards increased entrepreneurship

Set of two regional ToT in MA&D was organised with the same participants in Togo in August and in October 2019. Following these trainings, SOA has been replicating trainings in business incubation and risk management for 140 members of FFPOs in Diana county in the north of Madagascar (of which 100% are youth).

#### Outcome 3: towards climate-resilient landscapes

Trainings in Climate Smart Agriculture (CSA) were held in Sofia by PNFDDSA for 30 members of 30 FFPOs (100% women).

### Farmers in Ambohiboahangy, strong business case for agroforestry



In Ambohiboahangy, 30 km from Antananarivo, two local farm cooperatives – Coop Tsinjo and Coop Taratra Ambohiboahangy have developed new businesses. They sell more than 30 varieties of vegetable seed in small packets to other farmers in and around Antananarivo. They grow and sell chickens and eggs from several smallholder poultry growers. A new youth network SOA-Mitsinjo is establishing a mixed agroforestry system with Arabica coffee intercropped with citrus trees and, in the early phase, vegetables such as carrots and pumpkin. This shows how farmers can benefit from the use of tree crops: the trees not only diversify product sales, but also improve soil organic matter content, fertility and the production of a farmer's main crops. Diversity brings climate resilience while the tree components sequester carbon. This was the main lesson that participants from Ghana, Kenya, Madagascar, Togo and Zambia represented forest and farm producer organisations learned during their exchange visit to Ambohiboahangy farmers during a regional training-of-trainer on risk management and sustainable business incubation, organized by the FFF and led by IIED.

# Nepal

Transition times: FFPO's carving out their role in Nepal's emerging federal structure

## 221 community

forestry producer groups linked to government enterprise funding

## 7 cross-sectoral

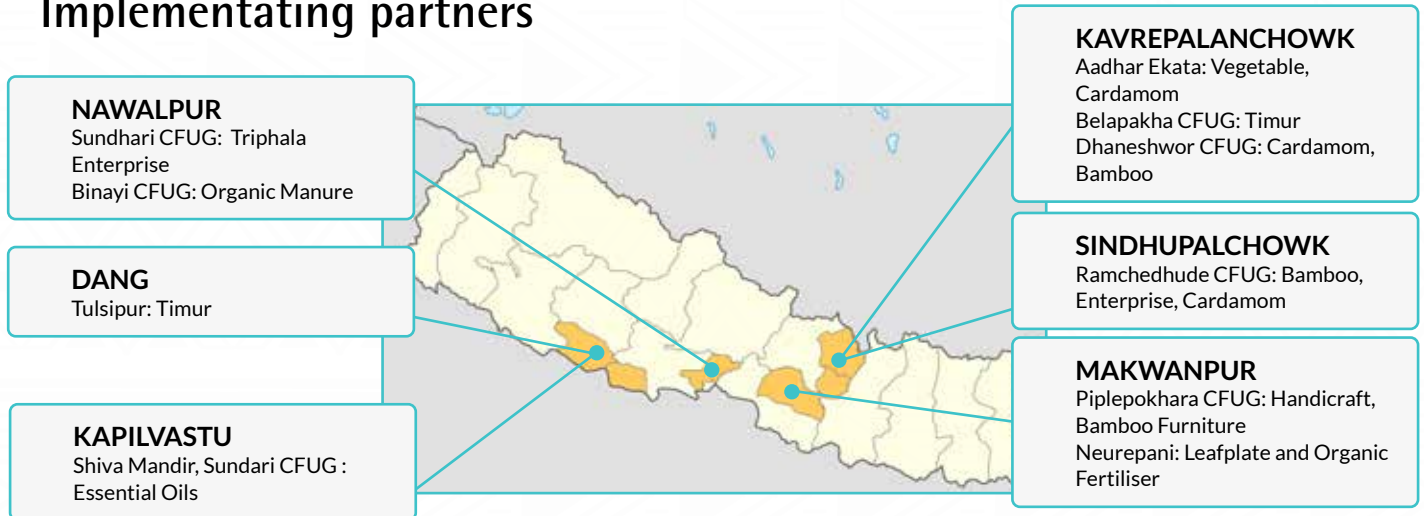
multistakeholder policy processes initiated in municipalities

## National campaign

against gender-based violence



## Implementing partners



Adhar Ekta Women's Group  
AFFON: Association of Family Forest Owners Nepal  
CDCAN: Central Dairy Co-operative Association  
CFUG: Community Forestry User Group  
FECOFUN : Federaton of Community Forest Users in Nepal  
Federation of Community Forest User Group, Kavre  
NFGF: National Farmer Group Federation of Nepal

## Main value chains

Medicinal herbs, timber, wood handicrafts, sal leaves, bamboo, cardamom, fodder for animals.

## Highlights of events in 2019



## Achievements by outcome

### **Outcome 1: towards more enabling policies**

One of the more important achievements this year has been the collaboration between FECOFUN and government agencies, such as the Department of Forest and the Department of Plant Resources, in implementing their recently established grant mechanisms set up to promote forest-based enterprises. As a result, 221 CFUG's were able to access grants in an otherwise very difficult environment for accessing finance.

### **Outcome 2: towards increased entrepreneurship**

Achievements under outcome 2 began with the establishment of the business advisory committee at the beginning of the year, which was followed by the set-up of a 17-member central business committee within FECOFUN (endorsed by the FECOFUN Secretariat). A regional training in forest business incubation and risk management was organized in Kathmandu Valley in September to support the planning process and capacity building of this committee. At this training an initial blueprint for delivering market linking and business development support at the local level was developed. Within it, local 'business facilitation units' comprising FECOFUN staff and volunteers are identified as the main field delivery agents for this new vision.

### **Outcome 3: towards climate-resilient landscapes**

Much of the efforts under outcome 3 in Nepal have been focused on securing additional support for apex FFPOs such as FECOFUN, AFFON and NEFIN in forthcoming the Green Climate Fund (GCF) and the Global Environment Facility (GEF) projects, led by IUCN Nepal and FAO Nepal. These are slow processes but with potential high returns for the long term.

### **Outcome 4: towards more accessible social and cultural services**

FECOFUN has also been actively providing a number of social and cultural services to its members. For example, in 2019 they endorsed and published their Gender Equality and Social Inclusion (GESI) Strategy. They also carried out an assessment on the prevalence of gender-based violence in the natural resource sector. Violence against women is a major hindrance to their meaningful participation in economic sectors and their empowerment. In order to raise awareness of these issues, a 16-day campaign was organized all over the country with the slogan 'generation equality stands against rape'.

## Shanta helps other women to develop sustainable small scale enterprises



Shanta Neupane participated in several capacity-building activities supported by the FFF during Phase 1. During her visit to a community forest in Viet Nam she realized that grouping together economic activities can lead to a source of sustainable income. She created the Aadhar Ekta Women Producer Group with 25 members to empower these women with a sustainable enterprise. With a growing membership to 295 members, the group's product range has now expanded to include sub-groups such as cardamom, vegetables, broom grass, honey, handicrafts, and livestock. Members of each sub-group consolidate their production at the group's collection centre where sales are negotiated with vendors. The group had also initiated a revolving fund (capital), which allows their members to access credit at minimum interest rates and can support disadvantaged member's own initiative to become entrepreneurs.

# Togo

Strengthening the building blocks of an umbrella of FFPOs to achieve joint goals of landscape restoration, income and food security

**100% women**  
of FFPO members involved

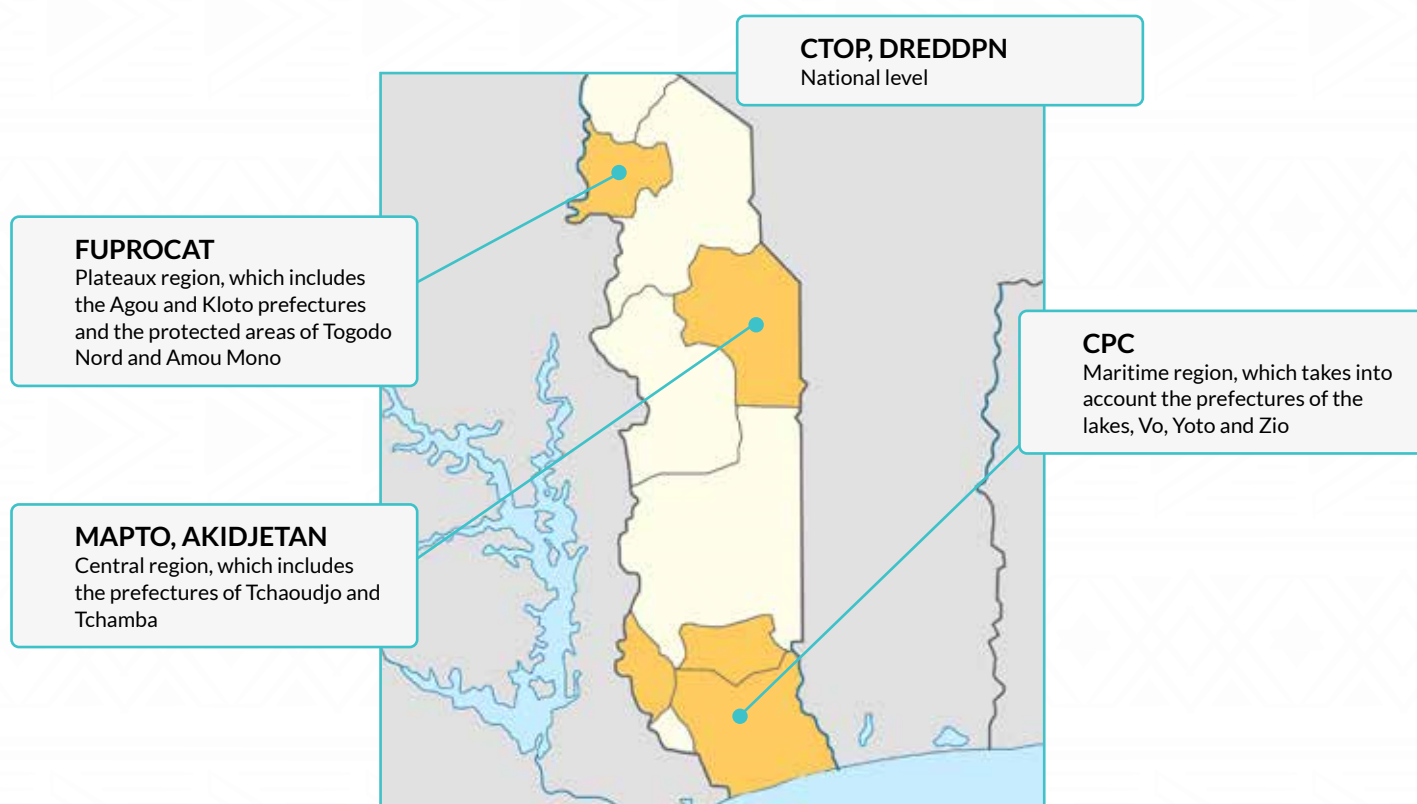
**150 hectares**  
reforested by FFPOs

**100 young farmers**  
trained in agro-ecology techniques

**8 business trainings**  
provided by 10 FFPOs for their members



## Implementing partners



AKIDJETAN: Cooperative Akidjetan de Kaboli

CPC: Centrale of Cereal Producers

CTOP: Togolese Coordination of Peasant Organizations and Agricultural Producers

DREDDPN: Regional Directorate for the Environment, Sustainable Development and Nature Protection

FUPROCAT: Association of Coffee & Cocoa Producers of Togo

MAPTO: Mouvement Alliance Paysanne du Togo

## Main value chains

Honey, fruits, Shea, nursery, tree seedling, cassava flour, cereals, soap from cocoa pods

## Highlights of events in 2019



### Achievements by outcome

#### Outcome 1: towards more enabling policies

FFF supported the AKIDJETAN cooperative in establishing a women's college to train members of the local community and young women in advocacy, leadership and communication skills to reduce early pregnancies and avoid deforestation. Already 30 women have been trained, and an executive board has been established with regulations to guide its operation. Additionally, a series of advocacy actions with the traditional and political authorities have been carried out. Local authorities joined AKIDJETAN cooperative and other opinion leaders in the awareness-raising efforts and initiated actions to reforest degraded forest areas.

#### Outcome 2: towards increased entrepreneurship

A National Incubation Center for agricultural and forestry cooperative enterprises is in the process of being established within CTOP, providing an important foundation for building a solid network of skills in various fields to deliver services to member FFPOs. As a result of the effective replication of the trainings, at least six (50 percent) of the FFPOs supported through FFF in Togo have effectively strengthened their activities. An additional two FFPOs have diversified into new value-addition activities. Also, some FFPOs show a significant improvement in their ability and to deliver services to members, which has boosted their economic activities.

#### Outcome 3: towards climate-resilient landscapes

In the area of climate change resilience, the FFF team in Togo has been working with the leaders of the main partner FFPOs to develop capacities in conducting farmer-led tree inventories. A regional training with 40 FFPO representatives from Ghana, Zambia, Madagascar and Togo was held from October 28 to 30, 2019 in Kpalimé, Togo. Currently, an estimated 92 ha of forest land is being sustainably managed or protected, and another 150 ha has been reforested by FFF supported FFPOs. Additionally, FFF supported the strengthening of technical capacities of ten farmer-field schools to train 100 young farmers in agroecology techniques.

### Manufacturing soap from cocoa pods for sustainable livelihoods



With FFF support, the Fédération des Unions de Producteurs de Café Cacao du Togo (FUPROCAT) organized a training for two cooperatives, Agblenyon de Agou Gadjagan and Etsonenyo de Tové Ati Cooperation, on the manufacture of soap and potash from the husks of cocoa pods, which are normally thrown away. The soap has antibacterial and anti-fungal properties, moisturizes and is biodegradable. Soap production has already reported sales for Etsonenyo, which is reinvesting in processing. And Agblenyo is in the process of selling the product on the market.

"This initiative allows us to improve our livelihoods. We should therefore expend all our efforts towards making it a reality in our daily lives. This will allow to sustainably improve our living conditions and those of our children," said Dopegnou Kokou, President of the Etsonenyo cooperative.

# Viet Nam

Weaving culture and local knowledge into diversified value chains that improve climate resilient livelihoods

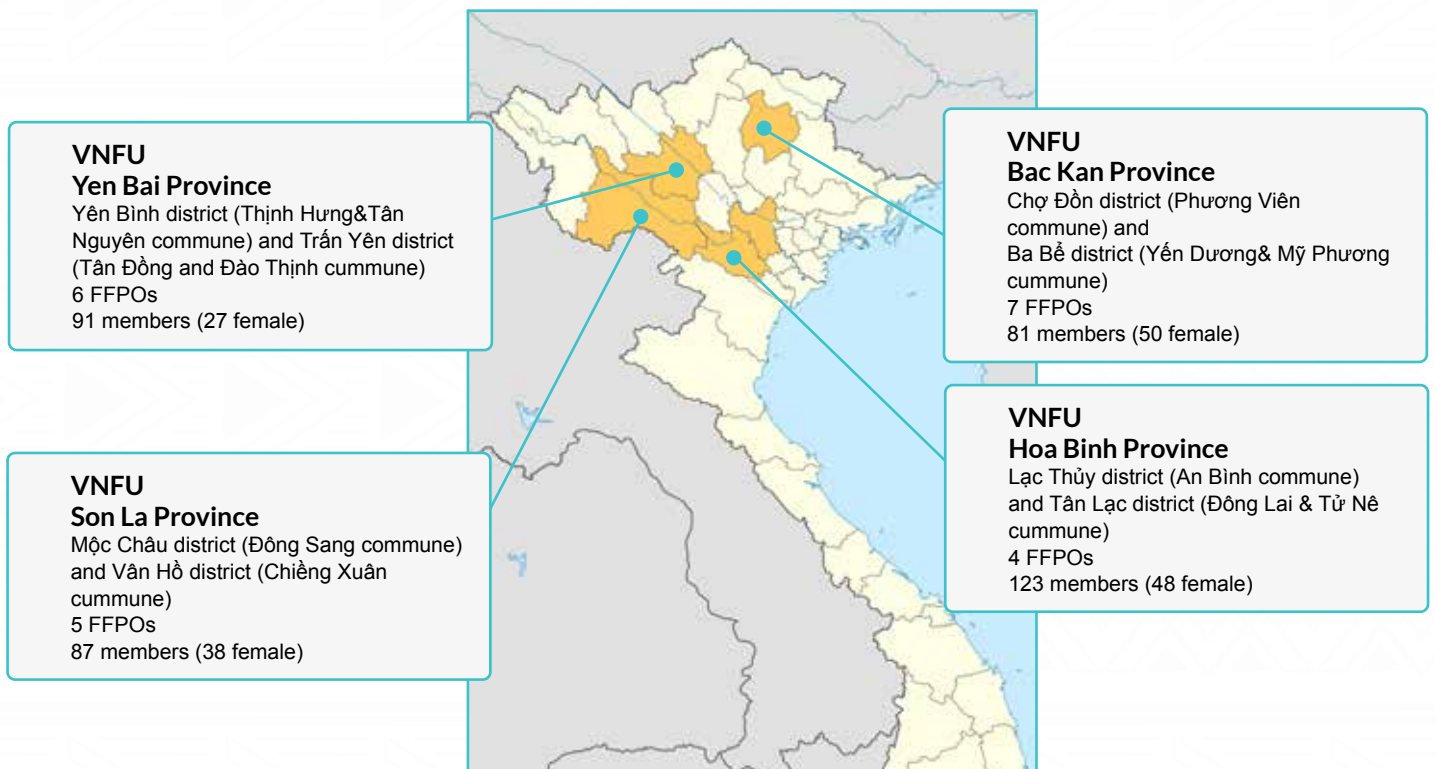
Additional 2 000 ha of certified forests with FFPOs cooperatives

12 commune round tables

4.5 km of rural roads extended for cooperatives



## Implementing partners



MARD: Ministry of Natural Resources and Environment  
VNFU: Viet Nam National Farmer Union

### Main value chains

FSC-certified timber, bamboo, organic cinnamon, star anise, mulberry and silk, honey, organic and normal vegetables, herbs, organic and normal rice, sticky rice, aquaculture, pomelo and various other fruits, and community tourism.

# Highlights of events in 2019



## Achievements by outcome

### Outcome 1: towards more enabling policies

A particular highlight of 2019 has been the focus group discussion in 12 communes leading to policy round tables in these communes. FFPOs were able to list and present their difficulties and challenges in production and business (participants included 37% women, 41% ethnic minorities, 17% youth). The round tables allowed solutions to be proposed to overcome particular difficulties and challenges. Practical government responses included the extension of rural roads by 2.5 km for the Van Ho Organic Fruit Tree Cooperative costing USD 150 000 in Chieng Xuan, Van Ho, Son La Province, and also repair 2 km forest road in Bac Kan Province.

### Outcome 2: towards increased entrepreneurship

Promotion of sustainable forest management and timber value chain development through two training courses on long rotation timber plantation, two models of long rotation timber processing, three exchange visits for forest farmers to see and share successful experiences of long rotation timber and FSC certification with 1 068 forest householders now registered with 2 032 ha to participate in FSC implementation.

### Outcome 3: towards climate-resilient landscapes

Results of a training workshop have included the application of climate lessons in designing business models that can adapt to climate change and natural disaster risks such as the incorporation in Yen Bai Province of long-rotation acacia timber in smallholder lands and in Bac Kan, the enrichment of Magnolia forest plantation with indigenous species and herb trees.

### Outcome 4: towards more accessible social and cultural services

FFPOs have been thinking about how to revitalize some of their cultural and social activities to improve community tourism prospects, for example, revitalizing the trumpet artists of Thai ethnic minorities and building on the strong Hmong ethnic culture in the Dong Sang commune; enhancing the Muong ethnic culture and natural beauty of the lake and mountains in Dong Lai commune; developing the poetry club, the ancient Cong Chieng musical instrument of Muong ethnic minority and the rich Muong cuisine in An Binh commune Lac Thuy district.

## Ma Thi Ninh, mother and Director of the Yen Dung Cooperative



Ma Thi Ninh is the Director of the Yen Dung Cooperative in Ba Ba District, Bac Kan Province. She was pregnant during the FFF baseline study in April 2019. Some months later, her baby boy was still very small. When the first training on facilitation skills was organized, she said she could not attend it because of the baby. But the FFF team persuaded her to join the training, and at the last minute, she decided to come and brought her boy and husband. The Director of Yen Duong Cooperative very quickly improved her leadership and communication capacities, and facilitated members to work together in applying organic farming, marketing and business. In December 2019 she cooperated with other groups to bring her coop's product to introduce and sell in the Bus Stop Shop in Thai Nguyen Province, where she tried to look for big buyers and markets.

# Zambia

Defying drought to develop green forest-linked employment options in Zambia

20 study circle groups on charcoal formed in Choma

Charcoal participatory guarantee schemes certification framework validated

4 new social services for organization members



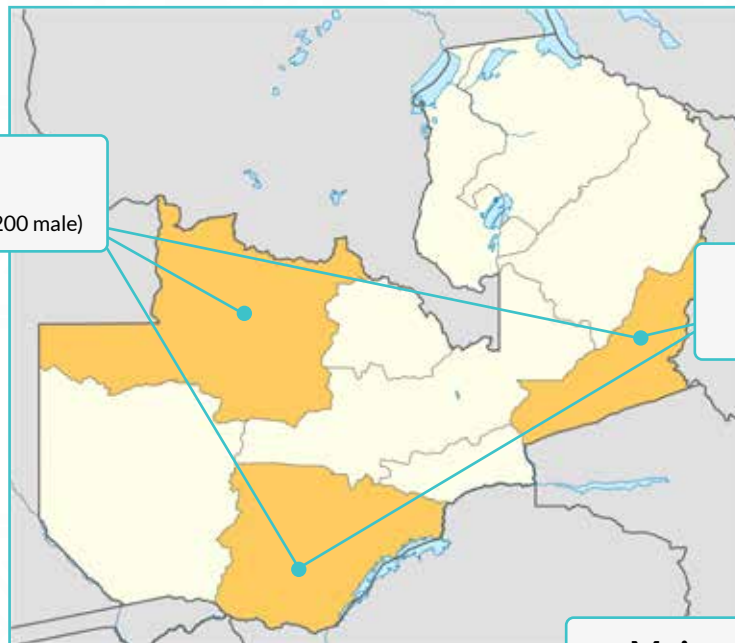
## Implementing partners

### ZNFCA

41 registered groups  
2 700 members (1 500 female, 1 200 male)

### CAZ

51 234 members (22 843 female, 28 391 male)



CAZ: Cotton Association of Zambia  
ZNFCA: Zambia National Forestry Commodities Association

### Main value chains

Charcoal, tree seedlings and seed, baskets, fruit and pigs

## Highlights of events in 2019

ZNFCA first Annual General Meeting

Jan. 2019

ZNFCA participation in the National Food festival

Jan. 2019

Choma chiefs workshop on sustainable charcoal

Jun. 2019

National Community Based Natural Resources Management Conf.

Dec. 2019

## Achievements by outcome

### **Outcome 1: towards more enabling policies**

A particular highlight in 2019 has been the development of a framework for monitoring and certifying sustainable charcoal production by smallholder producers. A Participatory Guarantee System (PGS) framework was developed for sustainable charcoal supply by organized community groups and validated by a national stakeholder meeting chaired by the Director of Forestry. The system is currently being piloted in Choma.

### **Outcome 2: towards increased entrepreneurship**

The documentation of success stories of how training in Market Analysis and Development has helped business groups to grow. For example, the Tubekele women's group in Choma have expanded their business from baskets and reinvested profits (managed into financing other agriculture value chains (such as pigs and sheep). In another example, the Tree Nursery Association which is housed in the land of the Forestry Department, sold over 2 280 seedlings at 31 000 ZMW (USD 3 100) to the New Apostolic Relief Organisation for distribution in Mapanza area of Choma. The association is also diversifying what they do from the simple planting and sale of seedlings to seed collection and packaging and trade of seed more broadly.

### **Outcome 3: towards climate resilient landscapes**

The successful demonstration of improved kilns for charcoal production in Choma. By encouraging charcoal producers to associate into groups, it has been possible to develop a standard for 'green charcoal' with basic principles of sustainability that will soon be certified under a participatory guarantee scheme (PGS). Improving the efficiency of conversion from wood to charcoal is part of the process of improving the sustainability of charcoal within that PGS system. In order to be certified under the scheme, producers will have to work together and abide by the standards. The FFF has worked with We-Effect to develop study circle materials for training charcoal producers in these sustainable practices.

### **Outcome 4: towards more accessible social and cultural services**

One particular highlight has been the mainstreaming by CAZ and ZNFCA of internal savings and credit schemes as both an investment fund and social safety net for the members. It was this savings and loans scheme in the Tubekele women's group that enabled it to reinvest profits from basket making into pigs and sheep production – while also contributing to biogas stove installation. But when the drought hit hard, the savings and loans surplus was then distributed to members to help them avoid starvation.

## Alternative livelihoods to face climate change



Juliette Machona is 35 years old and has four children. When she finished secondary school in Zambia, her parents could not afford to send her to university. Seeing the difficulties of making a living by growing tomatoes and maize, she brought a group of women together in an association called Tubeleke ("Let's work together") to weave baskets and brooms. However, with the lack of water due to climate change, the business faced growing challenges. "With FFF support, things have changed for me," said Juliette. "Our association now has 27 households benefiting from the basket making, and as a group, we have diversified our incomes through other activities as well." Juliette and her group started rearing rabbits, pigs and sheep after an FFF exchange visit to United Republic of Tanzania and Benin where she learned about raising animals. They now produce pig feed by growing soybeans and especially sunflowers, which do not require lot of water.

# Forest and Farm Facility

[www.fao.org/forest-farm-facility](http://www.fao.org/forest-farm-facility)  
[www.fao.org/forestry](http://www.fao.org/forestry)

## Resource partners:

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