



## Forest and Farm Facility



## Summary of the 2020 Annual Report



Food and Agriculture  
Organization of the  
United Nations



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# Acronyms

AFA	Asian Farmers' Association
AFFON	Association of Family Forest Owners Nepal
AFIN	National Indigenous Forestry Association
AMPB	Mesoamerican Alliance of People and Forests
BMZ	Federal Ministry of Economic Cooperation and Development
CAPA	community adaptation plan of action
CAZ	Cotton Association of Zambia
CFUG	community forest user group
CTOP	Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles
EUR	euro(s)
FAO	Food and Agriculture Organization of the United Nations
FECOFUN	Federation of Community Forest Users in Nepal
FFF	Forest and Farm Facility
FF-SPAK	Farm Forestry Smallholder Producers Association of Kenya
FOMUJER	Fund for the Development of Women's Entrepreneurial Capacities
FSC	Forest Stewardship Council
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GATC	Global Alliance of Territorial Communities
GHaFFaP	Ghana Federation of Forest and Farm Producers
IIED	International Institute for Environment and Development
IUCN	International Union for Conservation of Nature
MA&D	Market Analysis and Development
MVIWATA	National Network of Farmers' Groups in Tanzania
PNFDDSA	National Women's Platform for Sustainable Development and Food Security
ROPAF	Network of Agricultural and Forestry Producers' Organizations of Bolivia
ROPPA	Network of Peasant Organizations and Agricultural Producers in West Africa
SDG	Sustainable Development Goal
TTGAU	Tanzania Tree Growers Associations Union
USD	United States dollar(s)
VNFU	Viet Nam Farmers' Union
ZANACO	Zambia National Commercial Bank



## Highlights in 2020

- Grassroots organizations and indigenous and traditional knowledge are proving their value in the pandemic, helping communities cope with often immense hardship.
- Forest and farm organizations supported by the Forest and Farm Facility (FFF) in ten core countries implemented a wide range of successful activities in 2020, despite the pandemic.
- We surpassed our initial five-year target for influencing policy and legal reforms, with 58 documented cases.
- Significant progress was achieved in:
  - Encouraging agriculture-oriented farmer organizations to focus more on trees and forests.
  - Increasing climate resilience and adaptation capacity in enterprises and communities.
  - Fostering business incubation units and training courses for local entrepreneurs.
  - Increasing community and smallholder access to new investments.
  - Empowering indigenous peoples, women and youth to pursue sustainable livelihoods.
- We helped smallholder producers in Ghana get organized for the first time in a new, million-member-plus forest and farm organization, GHaFFaP. It got off to a roaring start in 2020, with nationwide roundtables, a national advocacy agenda and a clear strategic vision.
- FFF-supported forest and farm organizations restored an increasing area of land, which contributes to climate-change mitigation and benefits their members. They also improved their capacity to manage their natural forests to generate jobs and incomes.



- We integrated gender strategies into country workplans in all countries and in all funding agreements signed in 2020. FFF budget allocations for achieving gender equality increased.
- The FFF's three regional partner organizations made progress in various realms. The Mesoamerican Alliance of People and Forests created the Fund for the Development of Women's Entrepreneurial Capacities. The Asian Farmers' Association cultivated leadership skills in young farmers. The Network of Peasant Organizations and Agricultural Producers in West Africa mapped farmer organizations working in community forest management.
- Many partners engaged in local-to-national outreach and developed their own communication products and received technical guidance and training to implement their communication strategies. The FFF's communication strategy for Phase II was finalized in July 2020.
- We monitored resilience in communities in 2020 and documented the situation in partner countries. We shared learnings and innovative practices through special bulletins.
- Our partners on the ground convened many in-person training events, aided by our ongoing efforts to develop the capacity of in-country trainers in diverse skill areas.
- We convened ten webinars with a total of 2 780 participants, sharing best practices on climate resilience, nature-based solutions and grassroots responses to the pandemic.
- IIED published two major FFF reports – on gender empowerment, and on youth and migration.
- The FFF approved 100 new funding agreements (letters of agreement and small grants) and distributed a total of USD 3.34 million in grants to forest and farm organizations in 2020.
- Major new funds were contributed, such as EUR 10 million via Germany's Federal Ministry of Economic Cooperation and Development (BMZ) and EUR 1.5 million from GIZ.

# Introduction

The pandemic that struck the world in 2020 has hit rural communities hard. Thousands have died, many more have become seriously ill; there has been an enormous toll. Sadly, several national-level organizations with which the Forest and Farm Facility (FFF) works have lost leaders. Moreover, lockdowns designed to slow the spread of the COVID-19 virus have made it difficult – sometimes impossible – for producers to transport and sell their products, causing additional stress and hardship.

But the pandemic has also served to demonstrate the importance of grassroots organizations. Many reports about the pandemic have found that communities with a common sense of identity and greater cohesion have been most resilient. Surveys of producers and communities assisted by the FFF showed that being organized has helped them respond effectively to the crisis. Not only have they been able to find new markets, many FFF-supported organizations have also worked in their communities to raise awareness about the pandemic and distribute protective equipment and other needed goods. They have looked after the well-being of their people.

This summary report illustrates the FFF's influence in 2020.

- Chapter 1 provides an overview of how the FFF achieves impacts at scale.
- Chapter 2 presents stories of our work in 2020, showing that, despite the pandemic, we made exciting headway.
- Chapter 3 summarizes the year's achievements by outcome, mainly in numbers.
- Chapter 4 presents key lessons from 2020.
- Chapter 5 provides a budgetary overview.
- Chapter 6 lists the FFF's resource partners and the additional funding received in 2020.

Convinced more than ever that the FFF is doing vital work, we are forging ahead in 2021.

## The Forest and Farm Facility

The Forest and Farm Facility (FFF) was established in 2012; its second phase, which began in 2018, will continue to 2025. It aims to achieve four specific outcomes:

- **Outcome 1.** More enabling policy and legal frameworks for forest and farm organizations delivered through more-inclusive governance and cross-sectoral processes (Sustainable Development Goals – SDGs 16 and 17).
- **Outcome 2.** Increased entrepreneurship, access to markets and finance through gender-equitable value chains delivered through new capacity to provide business incubation within forest and farm organizations (SDGs 1, 5, 8 and 12).
- **Outcome 3.** Improved delivery of landscape-scale mitigation of and adaptation to climate change and climate resilience through direct engagement of forest and farm organizations and integration with inclusive livelihood approaches (SDGs 2, 13 and 15).
- **Outcome 4.** Improved and equitable access to social and cultural services (SDGs 3 and 10).

The FFF's work to date has been made possible by the generous support of the governments of Finland, Germany, the Netherlands, Norway, Sweden and the United States of America, the European Union, and IKEA. To date, these donors have provided USD 33.9 million for the FFF's second phase.

# 1. The Forest and Farm Facility in context

## Climate-resilient landscapes and improved lives

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The FFF operates on the premise that communities are best placed to survive the threats of climate change, biodiversity loss, pandemics and economic hardship when well-organized. Moreover, communities with equitable rights and robust identity and self-esteem are fully capable of generating sustainable livelihoods and leaving poverty behind; they are also crucial players in mitigating climate change and conserving biodiversity.

The FFF works with forest and farm organizations – local, subnational, national and global – to increase their organizational capacity and therefore scale up the local benefits of sustainable natural resource management.

A local-to-global programme like the FFF has inherent advantages. Not only does it provide important local benefits for thousands of communities, it also creates powerful opportunities for south–south learning; champions grassroots organizations at the regional and global levels as potent agents of change; encourages the creation of a global community of practice on how best to strengthen rural organizations; and enables global and national efforts to channel financial, political, capacity-development and informational support to those working on the ground.

## Rural people working together

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The FFF has a diverse rural constituency. Some of the groups with which we work are indigenous peoples managing forested territories based on ancestral traditions and cultures; others are non-indigenous farmers organized in cooperatives or associations; others are formed around the villages or territories in which people live. Cultural and ethnic identity plays a central role in certain groups, especially those of indigenous peoples and minorities, and is less important in others.

These diverse groups describe themselves in different ways. Most produce things, but not all self-identify as producers; they may think of themselves more as communities, territories or some other grouping. Most also provide social services and infrastructure and, for many, their cultural activities and characteristics play central roles.

What all these groups have in common is that, well-organized, they can use trees, forests and landscapes sustainably. Collectively, they can make an immense, transformative contribution to the Sustainable Development Goals, especially those directed at food security, poverty eradication, climate change, life on land and gender equality.

## The importance of scale – and getting support to where the action is

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A well-organized community can tap its own pool of talent, its own traditional knowledge and any available outside help to create successful enterprises and ensure the well-being of its people and the sustainability of its natural resources.

Many such well-organized communities, formed into cooperatives or associations, can improve each other's prospects and practices through mutual learning and by speaking with one voice in markets and among policymakers. Groups of such cooperatives or associations can create alliances and federations to amplify their voices manyfold at the national level.

Alliances and federations, united internationally, can bring the diverse voices of millions of local farmers, tree-growers, forest managers and other rural producers to the global stage.

This is the rationale for the FFF. We work with local groups and many of the subnational, national, regional and global organizations to which they belong, creating synergies at four tiers of geographic scale.

**Tier 1.** Tackling major rural economic, social and environmental challenges requires collective action at the local level. But studies show that, overall, very little environmental and development funding is getting to those groups on the ground who need it most and who can use it most efficiently. The FFF provides competitive small grants to enable such local groups – sometimes representing fewer than 100 households – to develop their enterprises, adapt to climate change, improve social services and engage in cultural activities.

**Tier 2.** The FFF offers funding, training and other types of support to subnational organizations – such as at the municipality or provincial level – representing clusters of local associations. This enables them to aggregate and add value to their products and to advocate on behalf of local producers. These subnational organizations often manage significant collective businesses, employ large numbers of people, and source goods from hundreds or thousands of smallholders.

**Tier 3.** At the national scale, the FFF provides funding and other assistance to organizations that represent local and subnational groups in policy dialogues and broker deals with government agencies, companies and investors. With FFF support, many such organizations are developing new businesses and capacity and learning to assess risk. They are well placed to act as hubs of expertise for their members.

**Tier 4.** The FFF helps regional and global networks of indigenous peoples, forest communities and small farmers increase their visibility and influence. We do this by supporting their regional and global events, communication activities and efforts to improve specific aspects of their work. We use the analytical and communications capacity of our four partner organizations to raise the international profile of these grassroots organizations and share lessons from their work.

## Comparative advantage – the four partners

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The FFF's four implementing partners have complementary attributes.

The **Food and Agriculture Organization of the United Nations (FAO)** brings longstanding, trustworthy relationships with governments, a strong presence in countries, and technical experience. It provides immense institutional capacity, including through its Social Forestry Team, Forests and Forestry Outreach and Information Team, Communication for Development Team, Indigenous Peoples Unit, regional and country offices, and the International Secretariat of the United Nations Decade of Family Farming.

The **International Institute for Environment and Development (IIED)** is a persuasive thinktank that helps shape narratives, and it has impressive skills and experience in participatory research, monitoring and learning related to (among others) community enterprises, forestry, and climate finance.

The **International Union for Conservation of Nature (IUCN)** has strong links to the environmental world at multiple scales, especially conservation organizations worldwide, and it has recently included indigenous peoples' organizations as a new category of members. IUCN has an influential brand and provides various fora and mechanisms for influencing policy.

**Agricord** and its 13 member agencies have vast experience and know-how in providing technical assistance and training to forest and farm organizations.

## The potential for scaling up

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In most of our core countries – Bolivia, Ecuador, Ghana, Kenya, Madagascar, Nepal, Togo, the United Republic of Tanzania, Viet Nam and Zambia – the apex forest and farm organizations with whom we work have large numbers of members who collectively manage millions of hectares of forest and agricultural lands, enabling impact at scale. For example:

- The Viet Nam Farmers' Union (VNFU) has more than 10 million members managing more than 5 million hectares of land.
- The Federation of Community Forest Users in Nepal (FECOFUN) represents almost 3 million households and more than 22 000 community forest user groups (CFUGs) managing 2.24 million hectares of forest.

- The Ghana Federation of Forest and Farm Producers (GHaFFaP) – established with FFF assistance in 2020, thus enabling the country’s smallholder producers to organize for the first time – has more than 1 million members.
- Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles (CTOP) in Togo boasts more than 500 000 members.
- In Madagascar, the Association for Progress among Peasant Farmers represents 300 000 family farmers.
- The Cotton Association of Zambia (CAZ) also has 300 000 members.
- The Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK) has 30 700 members.
- The Network of Agricultural and Forestry Producers’ Organizations of Bolivia (ROPAF) represents more than 100 organizations managing almost 5 million hectares of land. Members of the National Indigenous Forestry Association (AFIN), 350 community forestry organizations and more than 40 regional forestry organizations, manage 3.5 million hectares of forest, including 1.8 million hectares under forest management plans for timber.
- The National Network of Farmers’ Groups in Tanzania (MVIWATA) has over 250 000 members and 2 million beneficiaries of its services. The Tanzania From local to global and back again associations with about 10 000 members.

The FFF also supports three regional networks and one global alliance:

- The Network of Peasant Organizations and Agricultural Producers in West Africa (ROPFA) in West Africa – comprising 15 national federations with more than 700 affiliated groups.
- The Asian Farmers’ Association (AFA) – representing 17 national farmer federations with 13 million members.
- The Mesoamerican Alliance of People and Forests (AMPB) – featuring ten member organizations in six countries with influence over 4–5 million hectares of largely forested lands.
- The Global Alliance of Territorial Communities (GATC) – encompassing regional networks in the Amazon Basin and Mesoamerica and national organizations in Brazil and Indonesia.

## From local to global and back again

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The FFF works with smallholders but doesn’t think small.

In 2020 we showed that our approach works at the local scale. The community partners with whom we work produced outcomes that were often stunning in their success; they safeguarded the well-being of their people in the midst of the pandemic and made robust progress towards longer-term goals. By operating at multiple levels, however, we are also amplifying the impacts and achieving something much bigger than these individual successes.

The FFF approach needs to be replicated at a large scale, including by other financing mechanisms. Thus, we are building momentum for greater local funding and providing a model for how to do this effectively through forest and farm organizations. With FFF support, such organizations have leveraged funding from, for example, the Green Climate Fund, the Global Environment Facility, GIZ, USAID, government programmes, IKEA, and private and public banks. The FFF demonstrates to funders that it is possible to bolster support for grassroots organizations within their existing institutional frameworks.

The FFF helps forest and farm organizations improve their communication skills. It also taps into the communications expertise of its four global partners to increase awareness among policymakers and funders of the need to involve the grassroots groups more in climate action and COVID-19 recovery.

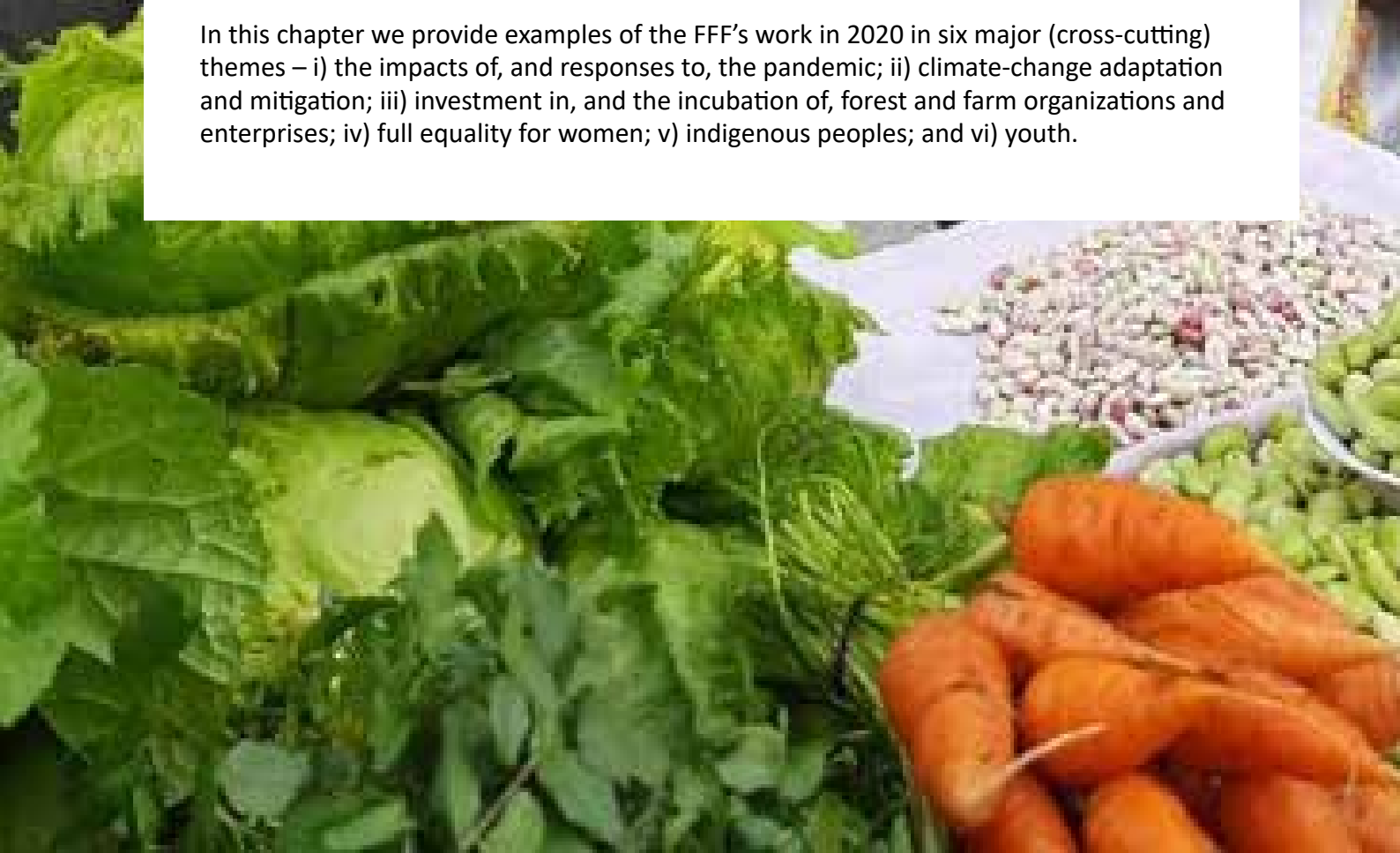
The FFF directly builds the capacity of second-, third- and fourth-tier forest and farm organizations through funding, training, events, exchanges and participatory research. This creates new capacity in these organizations in, for example, business development, policy advocacy and communication. FFF support enables these organizations to influence government policies – another pathway for impact at scale.





## **2. Major themes in 2020 – illustrations of our work**

In this chapter we provide examples of the FFF's work in 2020 in six major (cross-cutting) themes – i) the impacts of, and responses to, the pandemic; ii) climate-change adaptation and mitigation; iii) investment in, and the incubation of, forest and farm organizations and enterprises; iv) full equality for women; v) indigenous peoples; and vi) youth.



## Pandemic effects and response

The COVID-19 pandemic has had many major impacts on rural communities, indigenous peoples and family farmers around the world.

*“We have had many difficulties,” said Arminda Pascual, a producer in the Pucarani community in Achocalla, Bolivia. “We have not been able to find ways to sell or buy. Our products were spoiled because there was no mobility to leave. That’s why we have suffered.”*

Many producer organizations saw their markets diminish or change – as reflected in an AgriCord–FFF survey in 2020, which found that more than half the respondent organizations were forced by the pandemic to change their marketing strategies. Innovative solutions to challenges have been found. In the case of Arminda Pascual’s community in Pucarani (and in communities elsewhere), for example, the FFF supported a marketing mechanism to guarantee the safe movement of food through supply chains to consumers.

The global and in-country FFF team was affected, too, including by sickness. An inability to travel or meet in person was a hindrance, especially for those team members for whom a large part of the work involves on-the-ground engagement with forest and farm organizations. Moreover, the sheer magnitude of the pandemic was distracting.

Nevertheless, the FFF proved nimble in 2020 and had many crucial impacts, as shown by the examples presented here and in the full report.

### Forest and farm organizations have been crucial

Various reports and our own FFF country facilitators have found that communities with well-functioning forest and farm organizations have done much better than others during the COVID-19 crisis. For example, they have been better able to control entry to communities; distribute health materials and foodstuffs; develop new markets (e.g. online and delivery); obtain bulk access to inputs (e.g. fertilizer); lobby governments for assistance; and channel donor funding.



## Pandemic effects and response

### Delivering food and sanitary materials to their communities

Umbrella organizations supported by the FFF have been reacting in practical and innovative ways to help their members overcome the pandemic. Responses have focused on hygiene and health; education and awareness-raising on preventive measures and sanitary protocols; the provision of masks, soap and other materials; and the supply of high-quality inputs to farmers. The AgriCord–FFF survey showed that virtually all (99 percent) of respondent forest and farm organizations implemented activities in response to the pandemic, including 71 percent that distributed protective materials. Grassroots organizations have provided other forms of support, too, such as in maintaining access to markets and finance and upgrading storage facilities.

*“Locally, at home, we have taken the opportunity to work in an agroecological way in our farms and produce enough food for our family and our community members,” said a member of the Sumak Pacha Association of Producers and Marketers, Otavalo, Ecuador.*

FFF-aligned organizations have been delivering food and hygiene equipment to poor families and under-privileged groups in need. In **Madagascar**, for example, the National Women’s Platform for Sustainable Development and Food Security (PNFDDSA) helped raise awareness, provided relief services, and delivered washable face masks, sanitiser gels and basic food supplies to at least 624 producers (48 percent of whom were women).

Forest and farm organizations have found market niches during the pandemic: for example, the Terre Bénie cooperative in **Togo** produced liquid soap to meet increased demand for hand washing, generating sufficient funds to purchase a motorized vehicle for transport to markets.

Many forest and farm organizations experimented with the home delivery of

food products to retain markets, including at least two in **Ecuador**. The outcomes were so successful there that one organization, Asociación Agro Artesanal de Campesinos Agroecológicos de Intag, continued developing its home-delivery service when markets reopened. By the end of 2020, it had introduced the service nationally for its processed foods.



*“In addition to the distribution of social and health kits against COVID-19 to vulnerable women members of forest and farm organizations, these women were trained in the techniques of cultivation, exploitation and production of Artemisia, a medicinal plant that fights against various diseases,” said Noasilalao Nomenjanahary, National Chairperson of the PNFDDSA*

### Increasing social protection and sharing information

The FFF strengthened its focus on social protection in 2020 while maintaining its ongoing work aimed at reducing poverty, achieving economic inclusion, ensuring well-being and boosting the resilience of smallholder producers.

The FFF monitored COVID-19-related impacts and responses among its affiliated organizations, including through a questionnaire sent to forest and farm organizations in partner countries and on-the-ground observations by FFF staff. The findings, including the solutions being implemented by forest and farm organizations, were shared on the [FFF website](#) and social media and through regular FFF COVID-19 updates. The FFF also published [a briefing](#) on the vital role of forest and farm organizations in COVID-19 responses and their plans to build back better.



To further share the new knowledge being generated, FFF co-hosted webinars with broad participation. For example, one in Latin America brought together regional producer organizations and forestry and agricultural producer organizations from Bolivia, Ecuador, Guatemala and Uruguay to exchange experiences and initiatives on financing and savings mechanisms that can make substantial contributions to addressing the COVID-19 crisis. The webinar was broadcast

on community radio stations and posted on the Onda Rural website, reaching many people across Latin America. Similar webinars on dealing with the pandemic were hosted in other regions, too.

### Connecting farmers with governmental support

In **Nepal**, FECOFUN collaborated with authorities during a five-month lockdown to develop a COVID-19 response plan, contributing resources from its CFUG social development fund to distribute masks, soap, sanitisers and essential foods to its members. FECOFUN facilities were made available to act as quarantine wards. Individual CFUGs, which reserve 30 percent of annual incomes for local development, took additional actions. The lockdown forced FECOFUN and others to explore alternative ways of doing advocacy, keeping in touch and sharing materials with their members. Digital

approaches proved surprisingly effective, despite initial concerns.

In **Togo**, the pandemic and related restrictions greatly hindered farmers' work, with land borders closed, air travel suspended, gatherings banned and curfews put in place. A survey of producers found that access to markets and obtaining inputs for the following year's planting were especially problematic. As part of its urgent response, CTOP entered into a framework agreement with an agricultural input supplier to bring materials – such as 120 000 tonnes of fertilizer – closer to producers.

## Climate-change adaptation and mitigation

The FFF is working with thousands of local people, through their organizations, to increase resilience to climate change. One strategy is to help farmers diversify production by growing trees because tree products are generally more reliable than annual crops in the face of increased climate variability. Trees also deliver valuable services such as by improving local climates, providing habitat for pollinators and increasing soil-water retention. Overall, 99 FFF-affiliated forest and farm organizations developed climate-resilience plans and practices in 2020 and 2 159 staff received training in climate-change mitigation and adaptation.

### Helping communities restore and manage forests and benefit from mitigation measures

In **Nepal**, FECOFUN's members manage large areas of forest that are capturing considerable quantities of carbon. In 2020, the FFF assisted FECOFUN to document the climate-change adaptation and mitigation practices of their members, identify best practices and help CFUGs develop community adaptation plans of action. Seven such plans were finalized in 2020, and five more CFUGs are integrating climate-resilient landscape planning into their operational plans. FECOFUN successfully advocated for the distribution of more than 1 million planting materials to CFUGs.



In **Bolivia**, forest and farm organizations supported by the FFF began restoring 379 hectares of degraded land through agroforestry in 2020. AFIN supported

community forest organizations in Lomerío to grow native timber and fruit species and sell them in municipal markets in Chiquitanía; these organizations also made progress towards obtaining certification for their sustainable management. The Association of Wild Forest Cocoa Harvesting in Yuracaré complemented such efforts by working to improve more than 350 hectares of wild cocoa production in indigenous communities. ROPAF and the Bolivian Coordinating Platform of Economic Peasant Organisations helped farmer organizations participate in the design of a national family farming strategy involving integrated agroforestry in the almost 5 million hectares managed by

ROPAF members. This strategy has great potential for forest landscape restoration in rainforest areas, where an increase in wildfire requires an integrated response. Following large forest fires in the previous two years, FFF-aligned organizations contributed to a plan to restore forests in the Chiquitanía through diversified businesses. This will not only assist local livelihoods, it will also substantially increase carbon sequestration as forests regrow.

In **West Africa**, ROPPA is promoting participatory processes for the management and valuation of community forests in Benin,

## Climate-change adaptation and mitigation

Burkina Faso, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia and Senegal, with funding from the FFF. The project is mapping organizations working in community forest management and analysing the interlinkages between farmers, farmer organizations and community forestry.

In **Zambia**, the FFF's presence has led to the representation of forest and farm organizations in district development coordinating committees in all districts in which we work. In two of these, Nyimba and Petauke, chiefs have awarded farmers'

associations with community forest management areas exceeding 10 000 hectares each.



### Encouraging a greater focus on trees and related value chains

In the **United Republic of Tanzania**, TTGAU and MVIWATA conducted training for 40 farmers to build their capacity to undertake tree inventories on their farms and to train others. The farmers can use the information they obtain from the inventories to have clear data on the value of their woodlots, help market their trees and achieve higher prices. The information can also be used for assessing carbon sequestration. The training was provided by forest growers from Kenya's FF-SPAK, providing an excellent example of south-south cooperation. Another 255 farmers subsequently received the training, including nearly 100 women.



In **Viet Nam**, The VNFU and forest and farm leaders are trialling ten tree production systems that provide environmental benefits and enable communities to diversify into tree-based products and services. For example, the FFF is working with farmer groups on approaches for growing acacias in long rotations as well as mixed plantations of Magnolia and herb trees. A total of about 5 100 hectares of acacia plantations owned and managed by FFF-assisted groups is now certified (by the Forest Stewardship Council – FSC) in Viet Nam.



## Climate-change adaptation and mitigation

The FFF is also working with the government to help forest growers benefit from newly established policy incentives for climate-friendly actions, such as grants of USD 430 per hectare for successful long-rotation timber – a policy gain achieved with the strong representation of forest and farm organizations in roundtables, assisted by the FFF. The global furniture retail company **IKEA** is supporting FFF’s work in long-rotation timber, which fits well with IKEA’s new Forest Positive Agenda 2030, launched in January 2021.

In **Madagascar**, 12 groups supported by the FFF assisted their members in 2020 to adopt agricultural techniques designed to increase resilience to climate change. More than 300 members of five forest and farm organizations, more than half of them women, received training. From this, eight new demonstration plots have been created where producers can be trained, assisting the transfer of knowledge.



In **Togo**, the FFF convened training sessions for 12 forest and farm organizations on the production of tree seedlings, and three of these organizations have now set up commercial tree nurseries to backstop new agroforestry activities.



In **Kenya**, FF-SPAK has been active in the development of the national agroforestry strategy and a review by the Kenya Forest Service of the country’s forest policy. FF-SPAK is now recognized in its role as the national representative of forest and farm organizations and has been invited to co-chair the formulation of the country’s agroforestry strategy. This is important because Kenya’s ability to keep its commitments on forest landscape restoration and climate-change mitigation hinge almost entirely on the attractiveness of smallholder tree-growing and agroforestry.

## Incubation and investment

### Incubation – developing sustainable businesses

The FFF and its partners are accelerating the development of sustainable, locally based forest, agroforest and agricultural enterprises by helping address shortfalls in facilities, market information, technological knowledge, management experience, finance and legitimacy. Among other things, business incubation enables emerging enterprises to diversify their products, improve packaging and branding, and develop new buyers and markets. Several FFF-enabled business incubation units were launched in 2020, helping build capacity in technical know-how, business planning, risk management, marketing and networking. Fostered by the incubation process, local organizations and entrepreneurs – including women and young people – are creating promising businesses in diverse fields such as non-timber forest products, native foods, ecotourism and soap manufacture.

In **Togo**, CTOP established the National Incubation Centre for Agricultural and Forestry Enterprises in 2020, and regional incubation centres were set up in each of the main FFF-affiliated producer organizations. Two business incubation training-of-trainers workshops were convened, and 12 trained technicians helped develop strategic business and marketing plans and supported processing upgrades for 33 forest and farm organizations.



In **Zambia**, the ZNFCA developed a business incubation unit with three staff. Forty-one study-circle groups have been formed to access peer-to-peer training in businesses based on non-timber forest products.



In **Kenya**, FF-SPAK created a new business incubation centre in 2020, and 150 future business trainers in five forest and farm organizations participated in training-of-trainers events. At least four forest and farm organizations now have business plans with credible financial, market and business information.

*“Based on our compelling business case of higher earnings from farm forestry, we expect to attract additional members to our association, especially the smallholder tree farmers,” said Benjamin Karanja, Chairman of the Tree Growers Association of Nyandarua.*

## Incubation and investment

### Facilitating access to investment and participation in foreign-funded projects

Many private investors, bankers and companies would like to work with communities and smallholders but find it difficult to do so. In 2020, the FFF helped bring together investors and forest and farm organizations and encouraged mutual understanding. We facilitated the participation of partner organizations in international projects, with the potential to offer much greater support than the FFF can provide on its own.

In **Nepal**, FECOFUN, the Association of Family Forest Owners Nepal (AFFON) and Asmita Nepal joined the steering committee of the World Bank's Dedicated Grant Mechanism for Indigenous Peoples and Local Communities. They also helped channel support from other programmes – such as the Green Climate Fund, which identified FECOFUN and AFFON as implementing partners for two significant projects.

and farm organizations have been linked to ZANACO as mini bank agents; each has received training in financial literacy. With that structure in place, 179 members of those organizations have opened AgriPay accounts, improving their financial management track-records and increasing their access to loan facilities.

In **Madagascar**, the FFF facilitated two new partnerships in 2020 with subnational GIZ climate and landscape restoration programmes. Both are helping build synergies with other GIZ-funded interventions in the country, with the potential to scale up the impacts.

In **Viet Nam**, the strengthening relationship between the FFF and IKEA led to the signing in 2020 of a memorandum of understanding with the Hoa Phat company to promote sustainable forest production and management. The VNFU also signed agreements with banks to provide longer-term loans for forest and farm organizations in three provinces. This development is increasing the area of FSC-certified plantation – potentially by more than 30 000 hectares – as well as capacity and investment in processing.



In **Zambia**, the ZNFCA and CAZ signed a memorandum of understanding with the Zambia National Commercial Bank (ZANACO) for the provision of mobile credit. Under ZNFCA and CAZ supervision, eight forest

*“ FFF capacity development strategies and small grants support has been catalytic and has enabled us to attract even more support from the government and development partners,” said Francis Ngaiduri, Chairman of the Laikipia Livestock Marketing Cooperative.*

## Full equality for women

The FFF prioritizes work with women and on women's issues. We seek meaningful participation, recognizing that gender equality is a crucial cross-cutting issue. In each country, at least 12 percent – and in some cases much more – of FFF annual budgets is allocated to gender-related activities through small grants and trainings, and the FFF funds a significant number of women-only groups.

Gender “to do” lists have been developed and are under implementation, giving clear guidance on what needs to be done in each country to ensure alignment with the FFF's gender strategy.



### Changing policies to ensure the full participation of women

The FFF encourages policy change in forest and farm organizations to ensure the full participation of women. In **Ghana**, the newly formed GhaFFaP has created a women's subgroup known as the Ghana Women's Champion Wing, which is now working to ensure that GhaFFaP services reach and benefit female and male members equally. In 2020, these teams started providing services

to nine enterprises (of which 55 percent are led by women).

In **Viet Nam**, the FFF's emphasis on women has ensured that women and people from ethnic minorities are participating increasingly in FFF activities, especially at the commune level; women exceeded 75 percent of participants in some training workshops in 2020.

### Encouraging women's leadership

In **Togo**, CTOP created a women's college in 2020 to provide women with a space to discuss concerns, particularly those related to women's role in producer organizations and their access to (for example) land, funding and markets. The establishment of the college has already strengthened the position and leadership of women in some partner organizations, such as Akidjetan de Kaboli, where they are now better represented on the board of directors. The college has carried out advocacy actions on forest restoration and teenage pregnancies in schools.

AMPB helped members in five countries strengthen or develop women-led value chains in 2020 through the FFF stream of work on business incubation and development. In **Costa Rica**, for example, the network of indigenous Bribri-Cabecar people held a women's leadership workshop, in which it worked with local groups of women who run community exchanges and trade fairs to strengthen their organization and logistics.

## Full equality for women

There was a focus on female entrepreneurs in **Bolivia** in 2020. For example, the Association of Beekeepers of Santa Cruz worked with two groups of Indigenous Monkox women to support honey production, benefiting 60 families. AFIN helped develop five new enterprises led mainly by women and to consolidate new market linkages for each. Approaches that improved women's entrepreneurship and break patriarchal stereotypes were used.



### Addressing violence against women

In **Nepal**, FECOFUN led a 16-day countrywide campaign, “No Gender-based Violence”, following a similar successful promotion in 2019. In 2020, the campaign was conducted largely online involving multiple online portals, media interactions and stakeholder meetings. The Minister of Women, Children and Senior Citizens spoke at one of the meetings.

### Making financial services work for women

The FFF strives to adapt financial services to women's needs. In **Kenya**, the FFF has encouraged women's savings and loans groups to mobilise credit from pooled resources – because the lack of land and capital are major constraints to women-owned enterprises. An increase in the participation of women and youth has been noted in 17 FFF small grants and 22 FFF-supported forest and farm businesses.



The AMPB created the Fund for the Development of Women's Entrepreneurial Capacities (FOMUJER) in 2020. The aim is to support women's entrepreneurship, focusing on nature-based solutions to protect forests and avoid deforestation, with project grants of USD 500–5000. In its first phase, FOMUJER is targeting community-based women's organizations in **Costa Rica, Guatemala, Honduras, Mexico, Nicaragua** and **Panama**.

In **Zambia**, CAZ facilitated the involvement of women in a government revolving fund in 2020, with each woman accessing USD 150 for business development. The FFF linked the Masopo Women's Group in Choma to a programme providing solar water pumps, which will be used to irrigate a 10-hectare plot to provide the raw materials for basket-making. The FFF also helped link the group to ZANACO, with loans enabling an increase in individual incomes from ZMW 500 to ZMW 1200.

## Indigenous peoples

The FFF continues to support indigenous peoples, in line with FAO's Policy on Indigenous and Tribal Peoples and the core principles of self-determination; respect for indigenous knowledge, cultures and traditional practices that contribute to sustainable and equitable development; and free, prior and informed consent. Indigenous peoples faced additional challenges in 2020 because of the pandemic, and we worked closely with many representative organizations as they sought to overcome these. More broadly, our efforts are ongoing to ensure the participation of indigenous peoples in FFF decision-making, such as by including representatives in the global-level steering committee and in national advisory committees; and encouraging and developing partnerships at all levels with organizations representing the rights and interests of indigenous peoples and local communities.

### Supporting indigenous peoples and their organizations

The FFF's indigenous partners in **Bolivia** and **Ecuador** produced communication materials – such as leaflets and videos – in local languages on how to stay safe during the pandemic and shared these through appropriate communication channels.

Many of the business incubation and forest management and restoration initiatives the FFF supported were grounded in indigenous peoples' traditions and customs. For example, in **Ecuador**, the Runashitu community improved its tourism enterprise in 2020, creating a travel agency with two

other indigenous communities, the Alukus and Yanayaku. The community also worked with the Ministry of Tourism to implement a biosecurity protocol for tourism during the pandemic. Some communities implemented strategies based on indigenous and traditional ancestral knowledge and practices to help maintain human health. In a canton in the northern highlands, for example, communities began making traditional concoctions (*brebajes*) based on Andean cucurbits (such as sambo) roasted with citrus-peel infusions.



## Youth

As noted in an FFF report published by IIED in 2020, the high proportion of youth in developing countries, and the high levels of rural unemployment they face, are good reasons for paying special attention to the inclusion of youth in the FFF's work. With many young people returning to their rural homes due the pandemic, FFF-supported organizations increased their efforts to engage youth in forest and farm-based enterprises.

### Youth are an increasing focus

In **Asia**, the focus of the FFF partnership with AFA has been to strengthen its work with young farmers. In 2020, AFA convened national-level leadership camps in several countries to enable young farmers to develop their own action plans and to contribute to policies designed to increase the capacity of young farmers. These national processes culminated in a virtually convened regional exchange and knowledge management fair.

In **Togo**, the FFF ran new training programmes for 100 young farmers on agroecological farms, enabling the piloting of 190 hectares of such farms in degraded landscapes.

In **Madagascar**, many young people who turned to agriculture during the pandemic lacked even basic training. Groups supported by the FFF reacted by increasing the inclusion of young people and helping them develop resilient agri-businesses. This is a deliberate strategy to reduce the vulnerability of youth, many of whom lack access to investment, land, equipment and information, in addition to their limited technical capacity.





### **3. Major results by outcome in core countries**

This chapter summarizes the main aggregate results achieved by the FFF in 2020 against each outcome, showing mostly the direct impacts of funding. Harder to capture, but equally as important, are the more diffuse, longer-term effects of training; exchanges; policy reforms; changes in policy narrative and the thinking of leaders; increases in the credibility and confidence of forest and farm organizations; the demonstration effects of local activities; and the FFF's considerable regional and global work.

The FFF is guided by a theory of change, which, for each core country, includes four outcomes, each of which has two output targets. We are making slow but steady progress in our efforts to put in place a robust monitoring and learning framework with which to measure and improve delivery against these outcomes and targets in each country. We are experimenting to determine the kinds of information we can cost-effectively collect from our grassroots partners, and, led largely by IIED, we are examining how to combine results monitoring with rigorous analysis using participatory research and case studies.

### Outcome 1

#### **More inclusive governance and cross-sectoral processes leading to enabling policies**

- 58 direct changes in policies, processes or decisions in favour of forest and farm organizations (*up from 13 in 2019*)
- 103 forest and farm organizations now have their own written advocacy agendas (*up from 18 in 2019*)
- 33–56 percent of these advocacy agendas have benefited from women’s input
- 128 strengthened or new policy processes (*up from 50 in 2019*) through more active participation of forest and farm organizations
- 2 998 representatives of forest and farm organizations participated in these 2020 processes (*up from 1 303 in 2019*)

### Outcome 2

#### **Increased entrepreneurship and access to markets and finance through gender-equitable value chains delivered through new capacity to provide business incubation within forest and farm organizations**

- 162 forest and farm businesses supported (*up from 128 in 2019*), of which 40 percent are run by women
- 58 have business plans with credible financial information (*up from 11 in 2019*)
- 76 received support services from third-party providers (*up from 28 in 2019*)
- 80 new or enhanced value-adding activities within those forest and farm businesses linked to FFF training, events and materials
- 30 apex-level forest and farm organizations have led business needs assessments that inform business incubation efforts
- 259 business-related training events were held (*up from 38 in 2019*)
- 200 staff of forest and farm organizations were trained in business incubation approaches

### Outcome 3

#### **Improved delivery of landscape-scale mitigation, adaptation and climate resilience for climate change through direct engagement of forest and farm organizations and integration with inclusive livelihood approaches**

- 70 019 hectares of forested landscapes restored
- At least 36 648 people benefited from more sustainable forest management
- 27 partnerships with climate and landscape restoration programmes formed at the national and subnational levels (*up from 15 in 2019*)
- 99 forest and farm organizations have developed climate-resilient plans and practices (*up from 11 in 2019*)
- 2 159 staff trained in climate-change mitigation/adaptation, of whom 38 percent were women

### Outcome 4

#### **Improved and equitable access to social and cultural services**

- 43 forest and farm organizations provided services to many more than 6 646 producers (*up from 11 in 2019*), much of this linked to COVID-19 related services
- 38 forest and farm organizations have conducted service needs assessments of their members
- 29 new or improved social or cultural services offered (*up from 11 in 2019*)
- 49 forest and farm organizations have formal outreach and communication plans (*up from 4 in 2019*)
- 50 representatives of forest and farm organizations recorded as participating in national processes on the Sustainable Development Goals (*up from 10 in 2019*)





## 4. Lessons learned

The pandemic has caused enormous hardship in the communities in which we work, and we look forward to a time when it subsides to the background. Nevertheless, it is also providing powerful lessons for how best to handle the growing threats of climate change and biodiversity loss, which are increasing both uncertainty in agricultural and forestry production and the frequency of disasters. Communities need to be resilient; 2020 shows that well-functioning, responsive forest and farm organizations are crucial.

*“ COVID-19 tells now to the world what Indigenous Peoples and local communities have been saying for thousands of years: if we do not protect biodiversity and nature, then we will face this and worse future threats. While addressing this pandemic, we will also notice that the more territorial and land rights we have, the better sanitary conditions and food security of our population are. For the humanity as a whole, this is a lesson that we must learn – to respect the balance of Mother Earth.” Levi Sucre, AMPB*



- Large indigenous- and community-managed natural forest areas have considerable mitigation potential and require greater focused attention from the FFF. Traditional knowledge is proving its value in the face of COVID-19 and is driving many communities and grassroots organizations to build greater self-reliance into their food systems and livelihoods.
- Women have been particularly vulnerable in the pandemic. Given the deep complexities of gender inequality, the FFF results framework does not capture enough of women's situations in partner countries and forest and farm organizations. Improvements are needed in the system for tracking progress on tackling gender inequalities.
- The regional and global components of the FFF are important for reaching scale and need to be better integrated into national efforts. There is a need to build greater synergy between work at the local to national scales and at the regional and global levels because they are interdependent.
- The social and cultural components of work are important – the organizations with which we work are not just “producers”. FFF needs to improve in this area, which has not been well understood within the programme or by our partners.
- Webinars were held out of necessity in 2020 but proved to be important communication tools. Investments to develop materials to assist virtual training were highly effective.
- It is important to devote effort to leveraging resources from other sources for the FFF's work, in addition to using the FFF's own funds.

## 5. Highlights from the budget

### Funding scenario until 2025

Additional German funding made available in 2020 has enabled the extension of the FFF's Phase II from 2022 to 2025.

The FFF secured solid funding for 2021 in 2020, but current commitments need to be confirmed for 2022 and beyond.

GCP/GLO/931/MUL	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	Total by Donor
Sweden*	2,780,558	3,674,541	2,588,997	2,490,288	1,992,230				13,526,614
Finland **		1,579,466	760,043						2,339,509
IKEA	-	128,475	-						128,475
GIZ***	849,934		-	1,754,386					2,604,320
The Netherlands		100,000	170,000						270,000
US****		85,000	115,000						200,000
BMZ*****				2,853,801	2,596,491	2,339,181	2,081,871	1,824,561	11,695,906
									-
<b>Total (a)</b>	<b>3,630,492</b>	<b>5,567,482</b>	<b>3,634,040</b>	<b>7,098,475</b>	<b>4,588,722</b>	<b>2,339,181</b>	<b>2,081,871</b>	<b>1,824,561</b>	<b>30,764,825</b>
<b>GCP/GLO/397/EC (b)</b>	<b>454,104</b>	<b>279,975</b>	<b>621,471</b>						<b>1,355,550</b>
<b>GCP/INT/054/GER (c)</b>	<b>153,759</b>	<b>175,224</b>							<b>328,983</b>
<b>FMM (d)</b>			<b>500,000</b>	<b>500,000</b>	<b>500,000</b>				<b>1,500,000</b>
<b>GRAND TOTAL (a+b+c+d)</b>	<b>4,238,355</b>	<b>6,022,681</b>	<b>4,755,511</b>	<b>7,598,475</b>	<b>5,088,722</b>	<b>2,339,181</b>	<b>2,081,871</b>	<b>1,824,561</b>	<b>33,949,358</b>

\* SEK 130,600,000 = United Nations exchange rate as of June 2018 of 1 USD = SEK 8.852. Exchange Rate for 2019 of USD 1 = 9.5349 SEK. Exchange rate 2020 of USD 1 = SEK 10.039

\*\* 3-year funding of EUR 2,100,000 Agreement signed in Dec 2018, first two instalments received in January and June 2019. United Nations exchange rate of Jan 2019 of USD 1 = EUR 0.875999. Exchange rate for 2019 of USD 1 = EUR 0.897. Exchange rate 2020 of USD 1 = 0.906

\*\*\* 18 months funding (12 months 2019 and 6 months 2020) of EUR 800,000 = United Nations exchange rate of Jan 2019 of USD 1 = EUR 0.9412495. GIZ Contribution for years 2021 and 2022 of EUR 1.5 million = United Nations exchange rate of USD 1 = EUR 0.855 as of Nov 2020 (one instalment)

\*\*\*\* US contributions of a total of USD 100,000, of which 85,000 received and USD 15,000 pending

\*\*\*\*\* BMZ contribution of EUR 10 million exchange rate of USD 1 = EUR 0.855 as of Oct 2020. Y1: 2,440,000, Y2: 2,220,000, Y3: 2,000,000, Y4: 1,780,000, Y5: 1,560,000

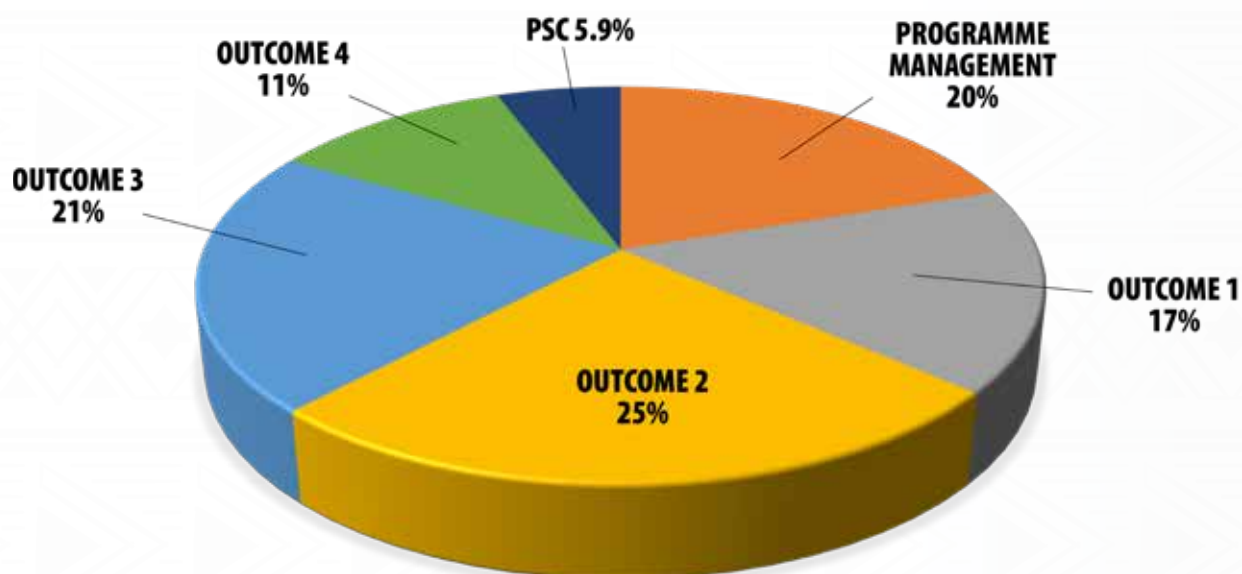
## Umbrella financial statement – planned versus actual

We spent less than projected on travel and training in 2020 due to restrictions related to COVID-19. Less was spent on salaries during the period in which no Manager was in place.

Account	2020 FFF UMBRELLA FINANCIAL STATEMENT											
	931/MUL			FLEGT			FMM			FFF Umbrella		
	Budget	Expenses	Remaining Balance	Budget	Expenses	Remaining Balance	Budget	Expenses	Remaining Balance	Budget	Expenses	Remaining Balance
Contribution Received in 2020	3,921,309			600,000			500,000					
5011 Salaries Professional	735,289	735,289	0	172,056	172,056	0	24,960	10,630	14,330	932,305	917,975	14,330
5012 Salaries General Service	238,810	238,805	5			0	6,356	5,665	691	245,166	244,470	696
5013 Consultants	519,240	318,438	200,802	24,605	24,605	0	61,357	7,545	53,812	605,202	350,588	254,614
5014 Contracts	2,946,475	2,946,475	0	394,155	394,155	0	511,000	0	511,000	3,851,630	3,340,630	511,000
5020 Locally Contracted Labour	43	43	0			0	0	0	0	43	43	0
5021 Travel	136,700	136,643	57			0	34,406	5,799	28,607	171,106	142,442	28,664
5023 Training	41,153	41,153	0			0	20,132	22,044	(1,912)	61,285	63,197	(1,912)
5024 Expendable Procurement	5,242	5,242	0			0	1,632	0	1,632	6,874	5,242	1,632
5025 Non Expendable	9,500	9,222	278			0	1,632	0	1,632	11,132	9,222	1,910
5026 Hospitality	2,694	2,694	0			0	0	0	0	2,694	2,694	0
5027 Technical Support	226,500	226,486	14			0	3,700	15,000	(11,300)	230,200	241,486	(11,286)
5028 General Operating	18,400	18,366	34			0	2,013	224	1,789	20,413	18,590	1,823
5040 General Operating Expenses - external common	35	35	0			0	0	0	0	35	35	0
5050 Internal Common	5,000	4988	12			0	28,869	27,078	1,791	33,869	32,066	1,803
Sub-total	4,885,081	4,683,879	201,202	590,817	590,816	1	696,057	93,985	602,072	6,171,955	5,368,680	803,275
5029 Support Costs	288,220	276,349	11,871	8,733	8,733	0	48,724	6,579	42,145	345,677	291,661	54,016
Grand Total	5,173,301	4,960,228	213,073	599,550	599,549	1	744,781	100,564	644,217	6,517,631	5,660,341	857,291

## MUL expenses by outcome

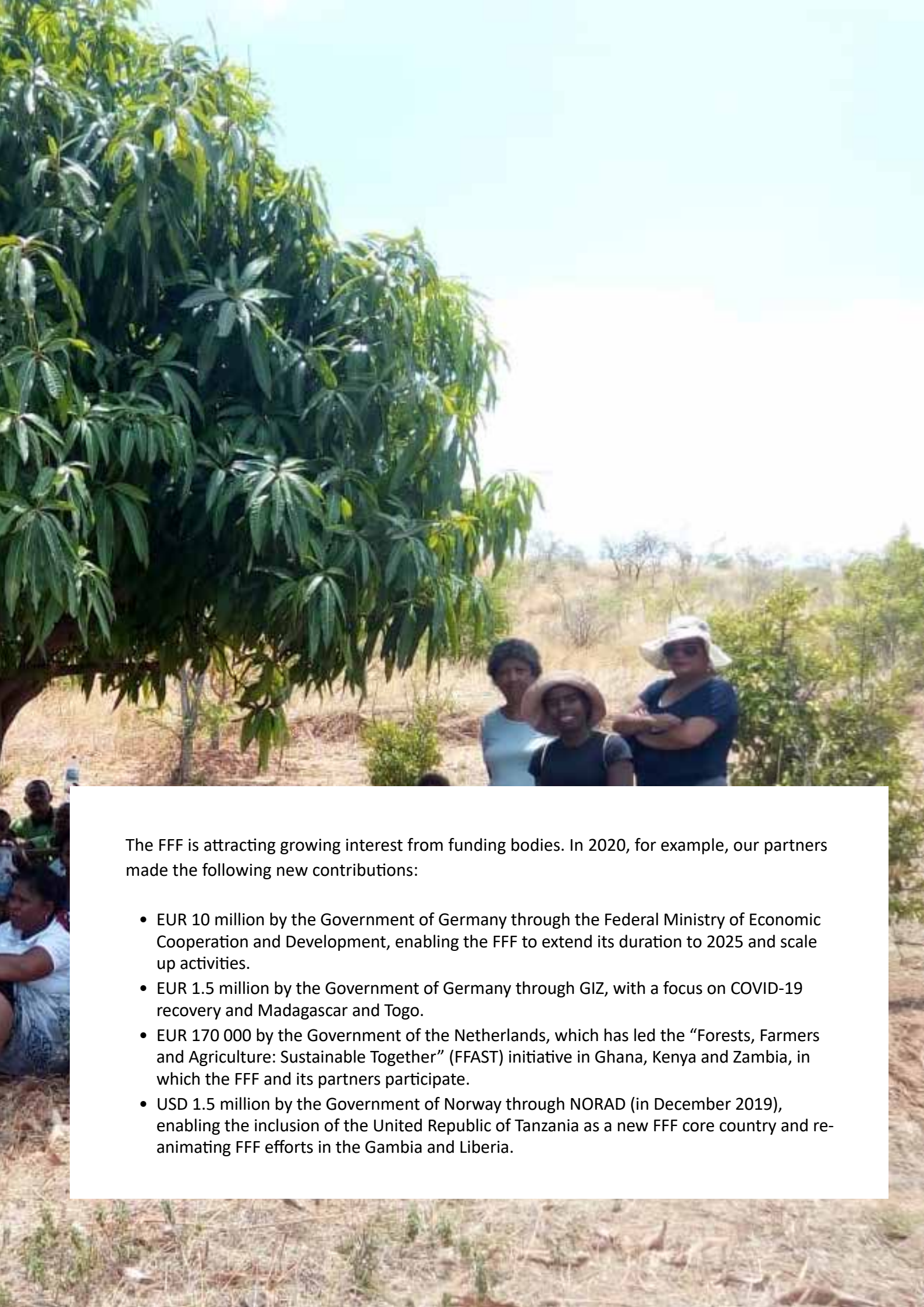
More than 70 percent of expenditure went directly to fund forest and farm organizations.





## 6. Resource partners

The FFF benefits from the generous provision of funds by the following resource partners: the Government of Finland; the Government of Germany through the Federal Ministry of Economic Cooperation and Development and GIZ; the Government of the Netherlands; the Government of Norway through the FAO's Flexible Multi-Partner Mechanism; the Government of Sweden; the Government of the United States of America; the European Union through the FAO–European Union Forest Law Enforcement, Governance and Trade programme; and IKEA. We thank all these contributors, as well as the many agencies, organizations and communities in our partner countries for their in-kind support.



The FFF is attracting growing interest from funding bodies. In 2020, for example, our partners made the following new contributions:

- EUR 10 million by the Government of Germany through the Federal Ministry of Economic Cooperation and Development, enabling the FFF to extend its duration to 2025 and scale up activities.
- EUR 1.5 million by the Government of Germany through GIZ, with a focus on COVID-19 recovery and Madagascar and Togo.
- EUR 170 000 by the Government of the Netherlands, which has led the “Forests, Farmers and Agriculture: Sustainable Together” (FFAST) initiative in Ghana, Kenya and Zambia, in which the FFF and its partners participate.
- USD 1.5 million by the Government of Norway through NORAD (in December 2019), enabling the inclusion of the United Republic of Tanzania as a new FFF core country and re-animating FFF efforts in the Gambia and Liberia.

## 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:



FAO-EU FLEGT  
PROGRAMME

