



Food and Agriculture
Organization of the
United Nations

Forest and Farm Facility

Putting Producers First Works:
Impacts and Lessons Learned from Enabling Government and
Strengthening Forest and Farm Producer Organizations

Report

December 2012 – December 2017

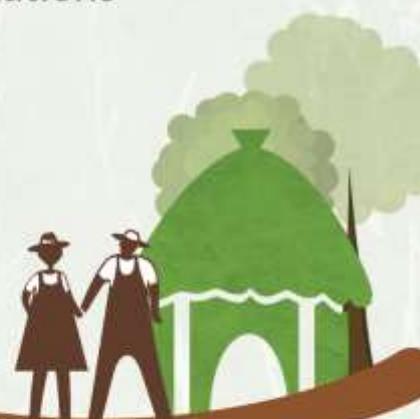


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Acronyms and Abbreviations

ACOFOP	Association of Forest Communities of Peten
AFA	Asian Farmers Association for Sustainable Rural Development
AGFP	All Gambia Forestry Platform
APROVE	Honey Producers Association of the Velasco Province (Plurinational State of Bolivia)
AMPB	Alianza Mesoamericana de Pueblos y Bosques
ANR	Agriculture and Natural Resources (the Gambia)
APTM	Plurinational Mother Earth Authority
ASEAN	Association of South East Asian Nations
CFI	Community Forestry Instruction (Myanmar)
CFNWG	Community Forestry National Working Group (Myanmar)
CFPPA	community forest product producers association (Myanmar)
CIOEC	Interagency Coordination of Peasant Economic Organizations (Plurinational State of Bolivia)
CNAMIB	National Confederation of Indigenous Women of Bolivia
CONAFOR	National Forestry Commission (Mexico)
COP	Conference of the Parties
COPRACAO	National Federation of Cocoa Producers and Collectors of Bolivia DDCC district development coordinating committee (Zambia) ECCDI Ecosystem Conservation and Community Development Initiative (Myanmar)
FAO	Food and Agriculture Organization of the United Nations
FDA	Forest Development Authority (Liberia)
FECOFUN	Federation of Community Forest Users Nepal
FEDECOVERA	Federation of Cooperatives of Verapaz (Guatemala)
FFF	Forest and Farm Facility
FF-SPAK	Farm Forestry Smallholders Association of Kenya
FLEGT	Forest Law Enforcement, Governance and Trade
FNCSI	Federation of Nepalese Cottage and Small Industries
FNMCIQB	National Confederation of Originating Indigenous Peasant Women (Bolivia)
FSC	Forest Stewardship Council
FUN	Farmer Union Network (Liberia)
GACF	Global Alliance for Community Forestry
GTI	Indigenous Territorial Government (Nicaragua)
KFS	Kenya Forest Service
KFWG	Kenya Forest Working Group
IATPTF	International Alliance of Indigenous and Tribal Peoples of the Tropical Forest
IFFA	International Family Forestry Alliance
IIED	International Institute for Environment and Development
INAB	National Forest institute (Guatemala)
INAFOR	Instituto Nacional Forestal (Nicaragua)
IUCN	International Union for Conservation of Nature LoA letter of agreement
MA&D	Market Analysis and Development

MCMA	Joint Mitigation and Adaptation Mechanism for the Comprehensive and Sustainable Management of the Forest and the Mother Earth (Plurinational State of Bolivia)
MDRyT	Ministry of Rural Development and Land (Plurinational State of Bolivia)
MERN	Myanmar Environment Rehabilitation-Conservation Network
MINGA	Association of United Working Groups (Plurinational State of Bolivia)
MITA	Intersectoral Platform for Land and Environment (Guatemala)
MMAyA	Ministry of Environment and Water (Plurinational State of Bolivia)
M&L	monitoring and learning
NACUL	National Association of Charcoal Union of Liberia (Liberia)
NFLF	National Forest and Landscape Forum (Liberia)
NECSA-K	National Environment Civil Society Alliance of Kenya
NFP	national forest programme
NFPG	National Farmers Platform of the Gambia
NVCARD	North Vietnam college of Agriculture and Rural Development
PGIB-T	integrated forest and land management plan (Plurinational State of Bolivia)
PSB	Social Pact for Forests (Plurinational State of Bolivia)
RACCN	Región Autónoma Costa Caribe Norte (Nicaragua)
RCA	Rakhine Coastal Region Conservation Association (Myanmar)
RECOFTC	Center for People and Forests
REDD+	reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks
ROPPA	Network of Farmers' and Agricultural Producers' Organizations of West Africa
SO	strategic objective (FAO)
SPCC	Sistema de Producción, Consumo y Comercio of Siuna (Nicaragua)
TAC	technical advisory committee (The Gambia)
TIOC	Original Indigenous Native Peasant Territories (Bolivia)
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
UN-REDD	United Nations Collaborative Initiative on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
USD	United States dollar(s)
VNFU	Viet Nam Farmers' Union
ZNFU	Zambia National Farmers' Union

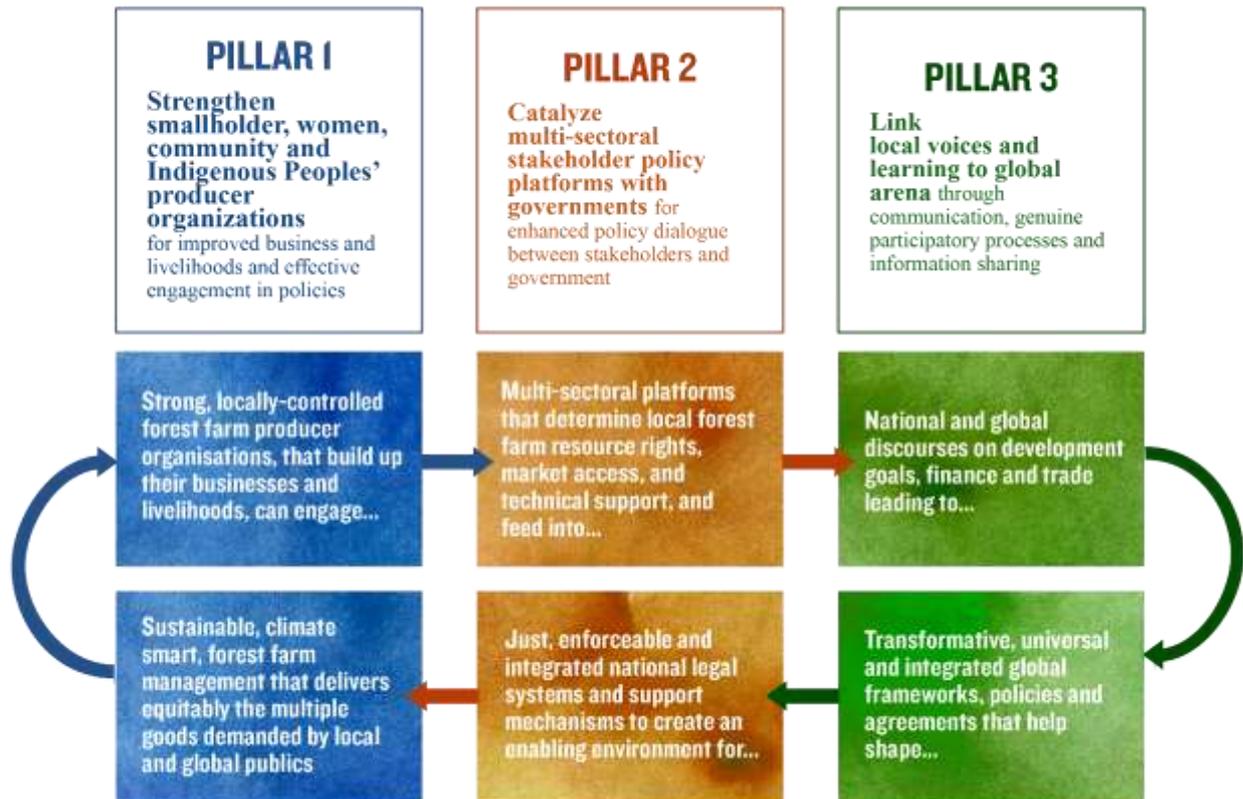
Introduction

The Forest and Farm Facility (FFF) is a partnership launched in September 2012 between the Food and Agriculture Organization of the United Nations (FAO), IIED and IUCN, and AgriCord. The mission of the FFF is to promote sustainable forest and farm management by supporting local, national, regional and international organizations and platforms for effective engagement in policies and investments that meet the needs of local people. There are an estimated 1.5 billion forest and farm producers make up 90 percent of the world's farmers. These producers supply approximately 80 percent of food supplies in Asia and sub-Saharan Africa, managing 500 million family farms and approximately 30 percent of forest lands in the global south. These family farmers (both women and men), indigenous peoples, communities, small scale producers or processors also constitute a large proportion of the rural poor, most of whom are highly dependent on adjacent forests or growing trees and related products on their farms. FFF's work has been built on the proposition that these producers are powerful when they are organized and their Forest and Farm Producer organizations can provide a vehicle to improve well-being at scale - making them indispensable partners in the implementation of the Sustainable Development Goals (SDGs) and the Paris Agreement. The Forest and Farm Facility therefore funds partnership agreements and small grants with smallholder, women, community and indigenous peoples' producer organizations and governments at local, national, regional and international levels through the theory of change built around three inter-connected pillars.(see next page).

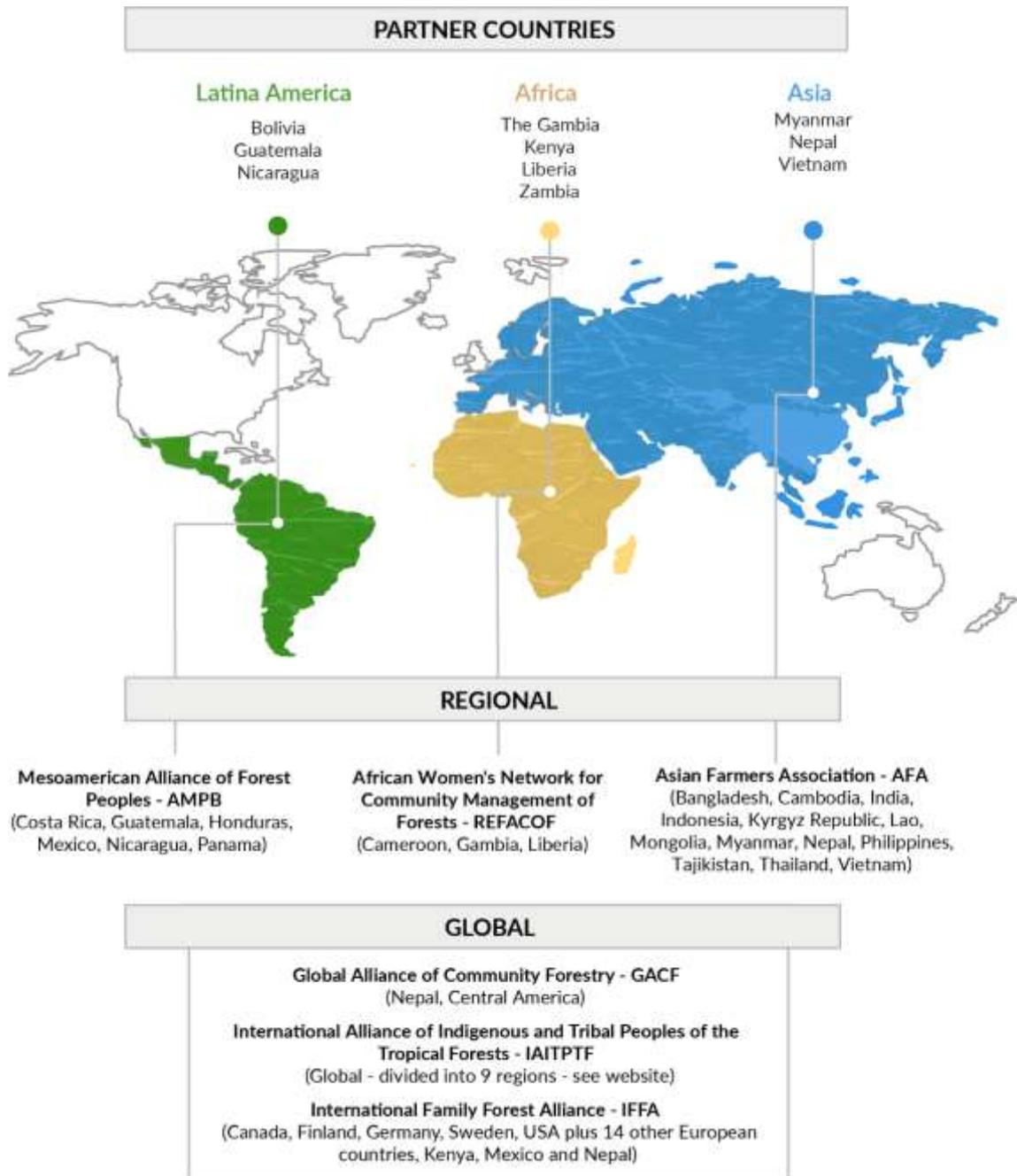
The FFF is governed by a Steering Committee formed by members affiliated with forest producer, community forestry, indigenous peoples' organizations, international research community, business development service provider organization, private sector, and government. Additionally a donor support group provides inputs and guidance. Donors include Finland, Germany, Sweden, the United States (Department of State and the US Forest Service) and AgriCord (through the Farmers Fighting Poverty Programme), the EU (through the EU-FLEGT programme), and the FAO Multi Partner Programme Support Mechanism (FMM) (supported by Belgium, the Netherlands, Sweden and Switzerland). The work of the FFF grew out of several predecessor efforts: the National Forest Programme Facility and the Growing Forest Programme.

During its first phase from December 2012-December 2017, FFF has worked in 10 partner countries, regionally and globally to provide direct support to the people whose livelihood depends on landscapes of forest and farms, and to leaders in government looking for cross-sectoral solutions. This report gives an overview of aggregated impacts and lessons learned with examples from the country and operational level.

FFF's Theory of Change



FFF support geographical coverage



1. Impacts and learning by pillar

FFF's vision is that "Smallholders, communities and indigenous people's organizations have improved livelihoods and the decision-making over forest and farm landscapes". We present evidence here of impacts which prove the successful delivery of that vision. Building on the FFF theory of change for Phase 1, impacts are organized according to the three interlinked pillars - with emphasis on the first as the main driver of change.

Flexibility is a vital design feature

Differing country contexts and organizational capabilities were accommodated through the flexible use of five main entry points or approaches. In three countries (Liberia, Vietnam and Zambia) a forest and *farmer union led approach* engaged member groups to improve forest-related business opportunities and policies. In three countries (Kenya, Guatemala, Nepal) an approach engaging strong or emerging *federations of community forest smallholders* was harnessed to deliver better business and policy outcomes. In one country (Bolivia) there was an approach based on *strong sectoral apex organizations*. In one country (The Gambia) engagement was structured around *strong national multi-sectoral platform* to consolidate community forest rights, build their business capabilities, and provide policy incentives. In the final two countries (Myanmar and Nicaragua) work focused on building *bottom-up local FFPO group business capabilities* and catalysing regional level associations to then engage with regional and national policy processes.

Complementary support activities at many levels ensure impact

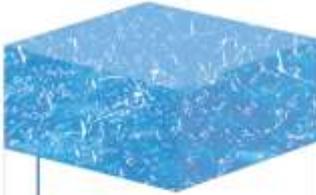
Although separated into three pillars, FFF's in-country work is almost inevitably integrated in nature between these three pillars (as expected in the theory of change). Work to strengthen community organizations is often complemented by work to develop successful businesses outcomes, or through peer-to-peer knowledge exchanges, or through enlisting support of government institutions through facilitation of policy platforms. Similarly, work with first-tier local production FFPOs is often complemented by work with second-tier regional processing and marketing FFPOs, and further supported by work with third-tier policy advocacy federation FFPOs. This complementarity and integration across the pillars, and multi-tiered engagement is illustrated in the examples of country impact below.

Too much impact to report

Though launched in December 2012, actual implementation began in late 2013; first in Guatemala, Nicaragua, The Gambia, Liberia, Nepal and Myanmar. After a global call for expressions of interest, the four additional countries (Bolivia, Kenya, Zambia and Vietnam) with work there beginning in earnest in late 2014. Beginning in April 2014, a call for proposals was circulated (and repeated in June 2015) inviting leading regional and global federations of FFPOs to apply for support. This resulted in the selection of a total of three regional and three global organizations FFPOs over all. During this short four and a half year lifespan, FFF has directly supported at least 957 FFPOs at different levels and facilitated inputs to 51 policy platforms across 10 countries. These figures do not include the very substantial numbers of FFPOs who have received indirect support via FFF support to umbrella organizations of which they are members (for example: an additional 930 FFPOs in Bolivia, 18,000 Community Forestry User Group members of FECOFUN in Nepal, 200 members FFPOs of the National Alliance in Guatemala etc.) .Each has a story to tell. While

we have tried to aggregate the huge numbers of positive impacts to highlight statistics and give a few compelling impact stories (in bold below - illustrated by one country example each), we have had to omit the majority of impact stories, simply to keep this report readably concise. For further evidence of impact, additional individual country final synthesis reports will provide significant further information.





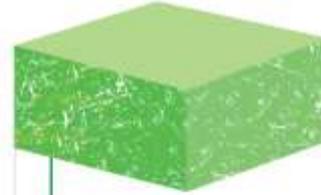
PILLAR 1

Strengthen smallholder, women, community and Indigenous Peoples' producer organizations for business, livelihoods, policy engagement



PILLAR 2

Catalyse multi-sectoral stakeholder policy platforms with governments at local and national levels



PILLAR 3

Link local voices and learning to global arena through genuine participatory processes, communication and information sharing

MAJOR CHANGES ON THE GROUND

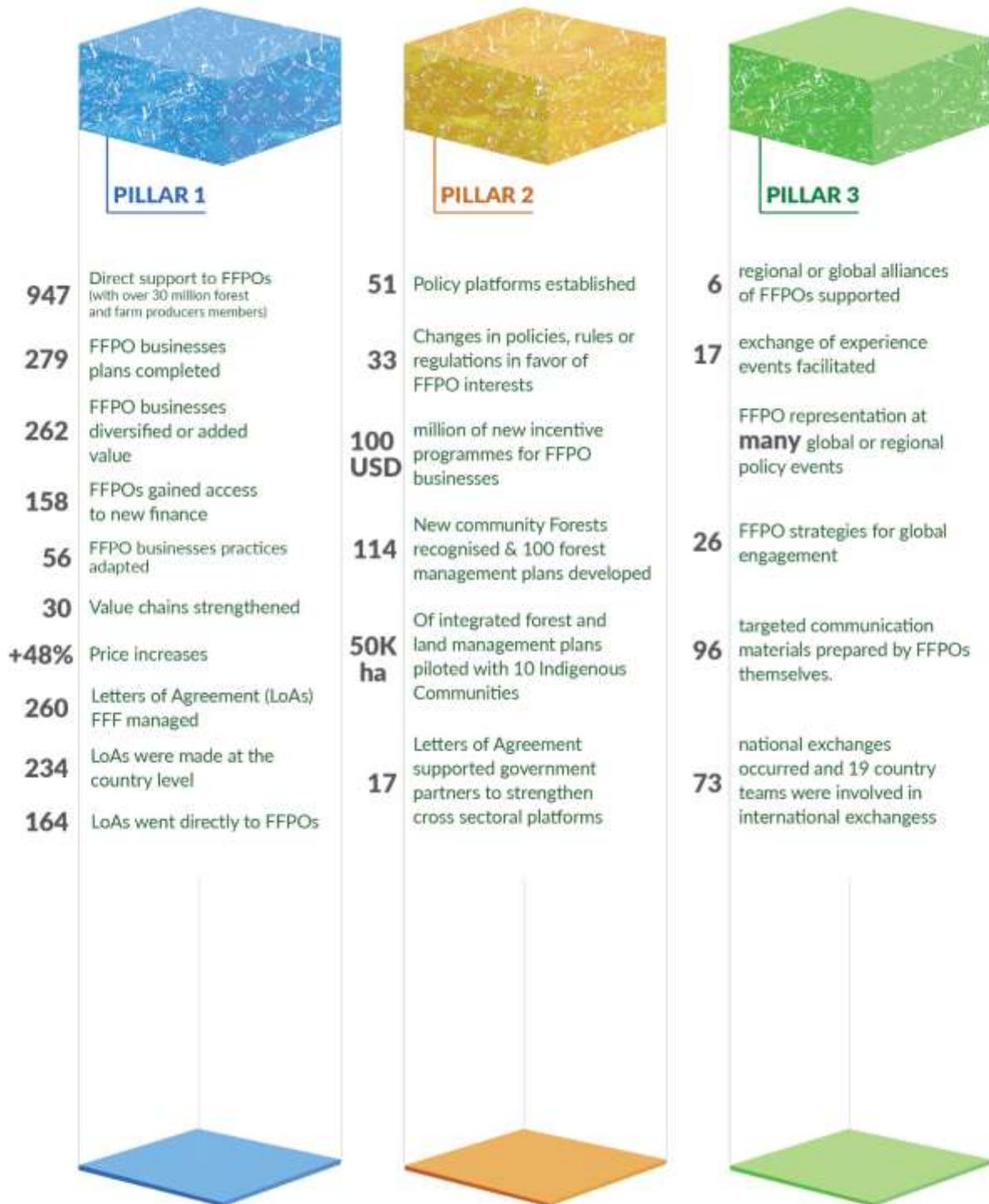
- Scaled-up organisation of, and support for, FFPO businesses in value chain clusters
- New business organisations improving income generation
- Increased women's leadership in business
- Improved access to finance
- Inward investment from private sector for value addition
- Diversification of income generating options
- Higher prices and larger profits
- More sustainable production
- New commodity associations and business incubation capacity installed
- Business school developed for other FFPOs

- Policy change at multiple levels through nested multi-sectoral policy platforms
- Forest land tenure rights secured
- Financial incentive programmes catalysed
- Gendered investment funds for FFPOs created
- Greater awareness of production issues for FFPOs widely spread
- New legislation approved to advance problematic sectors
- New structures in support of FFPOs created
- Greater staffing, and policy implementation in support of FFPOs
- Forest and farm product businesses actively promoted and nurtured
- Laws and incentive mechanisms tailored to FFPO needs

- Increased reach beyond FFF core partner countries
- Developed common regional and global policy messages
- Examples of FFPOs in action enhanced the understanding and value of family forestry
- Scaling-up occurred through regional farmer organizations
- Messages and capacities were enhanced through strong networks



SOME IMPACTS BY NUMBERS



1.1 Pillar 1: Strengthen smallholder, women, community and indigenous peoples' producer organizations for business/livelihoods and policy engagement

This section includes small grants and capacity development. For “Strengthening FFPOs for policy engagement” please see section 1.2.

1.1.1 Impact highlights

FFF has provided direct support to 947 FFPOs: three global, three regional, 10 national and 931 local or provincial (comprising 21 to 79 percent women depending on country/region) and indirect support to many hundreds more. In total these FFPOs represent more than 30 million forest and farm producers. Considerable work has gone into strengthening the internal organizational management of these FFPOs to improve the diverse aims for which they were set up - including in some cases encountering and helping resolve internal corruption. Strengthening FFPOs for *business* has focused primarily (but not exclusively) on the 931 local and provincial FFPOs supported. FFF has facilitated links to 80 new financial or business service providers which together with FFF's own capacity development activities have had the following impact: 279 FFPO businesses complete business plans, 262 FFPO businesses diversified or added value to their products, 158 FFPOs gained access to new finance, and 56 FFPO businesses that have adapted their business practice, design, plans or systems following exchanges. The combined progress on FFPO businesses has substantially raised incomes for hundreds of thousands of forest and farm producers (e.g. with ranges of specific income increases documented for FFPO businesses, for example, between 35-50 percent in The Gambia, 46-65 percent in Kenya, 12-18 percent in Myanmar, 30-50 percent in Nicaragua, 10-20 percent in Vietnam (with several outliers in excess 500 to 1 000 percent in Bolivia, The Gambia and Myanmar). Specific diversification and improvements in market access have been documented in the following forest-based value chains: acaí, bamboo, Tuno bark, broom grass products, cashew, charcoal, chicken under forest cover, cinnamon, cocoa, coffee, craft, ecotourism, elephant foot yam, furniture, goat raising, green tea, fish, honey, juice, livestock, mushrooms, palm heart, palm thatch, pomelo, pottery (wood fired), Ramón Nuts, star-anise, sawn timber, tree nurseries, rattan, sterculia resin, and vegetables.

Scaled-up organization of, and support for, FFPO businesses in value chain clusters

In Kenya, FFF started out working with 12 small first-tier FFPOs in Laikipia and Nakuru counties. At the outset in 2014, their level of organisation and participation in different value chains was low. Access to any technical or business development service providers was non-existent. Over three years, through a joint partnership between the FAO, We Effect, the



Kenya Forest Service (KFS) and the third-tier FFPO, the Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK), the strengthening of product based associations allowed the organizations to reach more producers in the country and grow their membership by 800 percent, indirectly benefiting a population of about 20 000 people (3 492 households). Additionally, FFF work has managed to facilitate 20 government field extension staff and three expert institutions to support these FFPOs to enhance their emerging enterprises in two counties. Collective marketing and bargaining power were made possible through the establishment of six second-tier FFPOs at the county level, with affiliation to FF-SPAK's county and national level chapters. Equipped with technical and business support, new knowledge, and money (through the Market Analysis and Development trainings and the FFF small grants programme), these village level FFPO enterprises were able to diversify and add value to their products with increases in income between 46-65 percent. Increased gains in scale and efficiencies mean that they were able to better negotiate and secure contracts with buyers and the county government. The gradual process of building capacity and growing of first and second-level FFP's associated to FF-SPAK have also helped strengthen the credibility and visibility of FF-SPAK as a key player in the Kenyan farm forestry landscape. In 2017 FF-SPAK became affiliated with the Kenya National Farmers Federation (KENAFF) - the apex body of all producer associations in Kenya with 2.2 million members - an alliance that is likely to improve forest business incubation and fight for a more enabling environment for FFPOs in the future such that they grow and prosper.

New business organizations improving income generation

In Myanmar, very little existed in the way of community forest business before FFF began its engagement in 2013. Initial support was given to eight local NGOs to establish business-oriented first-tier FFPOs known as Community Forest Product Producers Association (CFPPA) at village level in Ayeyarwady, Chin, Shan and Rakhine States. Market Analysis and Development (MA&D) training and NGO mentoring, alongside peer-to-peer exchanges to more developed community forest businesses led to the development of business plans.



During 2015, further small grants mediated through the same NGOs began to facilitate the association of these (and adjacent) CFPPAs into township-level second-tier marketing CFPPAs to aggregate, add value and market products, and State level associations. By 2017, these second-tier FFPOs were sufficiently developed (e.g. with bank accounts and accounting practices) that they could receive direct funding from FFF - and 15 of the most promising FFPOs received small grants to further their business development - representing in total 177 community forest user groups. With additional support through NGOs FFF has now expanded geographical coverage to five states (including also Mandalay State) and created or supported 17 second-tier FFPOs and two State-level FFPOs. Business value chains have been developed for bamboo craft and furniture, broom grass, coffee, elephant foot yam, fish, fruit juice and liquor, green tea, palm heart, palm leaf household items and thatch, pottery (wood fired), rattan, sterculia gum, tree growing (with timber envisaged in the future). Three examples (from many) illustrate substantial gains in income for FFPOs: (i) The Dalapin village CFPPA in Shan State, used to sell dried tea leaf (at USD 0.6 for one 2kg bag). Through MA&D training they identified the green tea salad market as an option. Financial support was used to develop a store for green tea processing and new market links. Now for every 2kg bag of dry tea, their business produces an equivalent of three 2kg baskets of green tea with the same material, each of which can each be sold for USD 0.9 (e.g. USD 2.7 in total - a 450 percent increase in price). Employee tea pickers who were paid USD 1.9 per day now receive USD 2.2 per day (a 20 percent increase). The village has established 200 acres of tea

under the canopy of their community forest – along with lime and oranges in a mixed agroforestry system. (ii) The Myinkyadoe village CFPPA used to get USD 0.6 per basket for low grade coffee sold by individuals and produced in the understorey of their community forest. Training in MA&D, and the formation of an association to ensure collective marketing, increased that price to USD 1.0 per basket. Further training from Winrock International in quality coffee production and processing coupled with market linking to the international market (in France and the USA) has increased the price they receive to USD 15 per basket (a staggering 2 500 percent increase in price). (iii) In Kyeintali township CFPPA, in Rakhine State, local CFUGs were producing and selling mangrove palm leaves for thatch. The MA&D training and technical support for preparing the leaves (sorting, bundling, packaging) improved the quality of roofing – increasing price from USD 7.5 for 100 leaves – to USD 9.0 for 100 leaves (a 20 percent increase) and also increasing their market share substantially due to improved quality. Local CFUGs now not only maintain the palms better after harvesting the leaves – but are also engaged in new planting activities for mangrove palm with a three year harvest cycle.

Increased women’s leadership in business

FFF has developed a gender strategy which feeds into each of its pillars of work - notably in the careful selection of FFPOs with which FFF works. For example, amongst the 18 first-tier FFPOs supported in Nicaragua 75 percent of their total membership and seven out of 18



FFPOs are entirely composed of and led by women with several others primarily composed of and led by women. One example is the Cooperative of Artisanal Women of Mayaring R.L. (MAYARING) which involves 21 women producing ‘Tuno’ handicraft from the bark of a tree (*Castilla tunu*), jewelry and agricultural products. It is one of six Mayangna Indigenous Women’s FFPOs that FFF has supported from the Autonomous Regions of the North Caribbean Coast (RAAN) and is located in Bonanza municipality. Women’s involvement in business is particularly important for household incomes. FFF has provided training in

Market Analysis and Development (MA&D), business leadership, technical capacity to organize associations and register their legal status, business administration and accounting, craft design and quality standards. FFF has also supported MAYARING through its inclusion in a peer-to-peer exchange visit to the advanced second-tier Cooperative FEDECOVERA in Guatemala where they learned about how to calculate the real production costs of their products and so develop a realistic pricing strategy. Through this process, MAYARING has developed some 15 new product designs using the vegetable cloth from the bark of the Tuno tree that branched out from traditional purses, jackets and folders into bracelets, earrings and necklaces that involved a combination of Tuno craft with other materials. Coupled with a proper pricing strategy, the MAYARING members have on average seen their household incomes rise by 35 percent and they have started a forest landscape restoration project by planting new Tuno trees. FFF business support has been complemented by FFF policy work to register an apex level group, the Government of Mayangna Women (that represents all 13 525 Mayangna women from the nine Mayangna territories). FFF has also strengthened a municipal policy platform known as the System of Production Consumption and Trade (SPCC), trained its members in MA&D, and facilitated discussions on how best to support livelihood alternatives for local FFPOs. Additionally it has catalyzed the development, within the Ministry of Family and Community Economy, Cooperatives and Association (MEFCCA) a local unit with three staff that can carry out the Ministry's aim of assisting FFPOs who wish to register as cooperatives.

Improved access to finance

One of the key impacts of FFF activities in Nepal has been the catalysing of financial management skills and investment for FFPO businesses. When FFF started implementing activities in 2013 access to finance was a key issue for FFPO enterprises.



In particular for women who struggled to demonstrate ownership of assets for collateral purposes, but also of experience in managing a business and finances. Although options for accessing finance in rural areas existed, mainly with cooperatives and with local government enterprise development funds, producers were either not aware of them, or lacked the means and skills to access them. In the case of cooperatives, savings and credit services were available, but to members of those cooperatives only. And to apply for a loan, a viable business plan would need to be presented together with the loan application. By 2017 FFF had supported - through MA&D - enterprise skills trainings of a total of 51 producer groups representing 934 FFPO members, of which 67 percent were women and 50 percent of groups were led by women. From having very basic or no enterprise skills 45 of the groups developed their Enterprise Development Plans (EDPs), 38 acquired new skills in financial literacy, and 26 went on to successfully secure financing for their enterprises. Most of these were funded by cooperatives, and this was largely possible because FFPOs took up membership in those larger cooperative groups and were able to present their EDPs. Some were funded by the recently established Women Entrepreneurs Development Fund from the district government office. These outcomes were the result of a two pronged strategy to scale up enterprise related skills trainings whilst putting in place a regular programme of engagement with cooperatives, local banks and government. By making them aware of the content of those EDPs it was possible to assess whether the needs and requirements of those targeted institutions were being met, but also to start a dialogue on ways of making finance more accessible by reducing prohibitive conditions such as excessive collateral requirements.

Inward investment from private sector for value addition

Many of the FFF partner countries have seen significant advances in FFPO business organization, from disorganized farmer groups selling basic commodities, to organized registered business cooperatives selling processed products. Advances have happened in very short time periods. In Vietnam for example progress has been made for FFPOs around seven value chains (Tree nurseries, Acacia and Magnolia timber, and cinnamon products, Star Anise Oil, Tea, Pomelo and Forest Chickens). One of 14 examples is a first-tier FFPO producing Acacia timber in Yen Bai Province Vietnam. In 2008 farmers in Lem Village had established a collective group of 15 households (6 female headed) with the help of the third-tier farmers' federation - the Vietnam Farmers Union (VNFU). The farmers shared labour and information relating to the sale of Acacia timber harvested from 57 ha of forest. But they sold timber individually to traders, were consequently in a weak bargaining position on price, made low profits, and therefore had little money to invest in value-added processing. In 2014, the FFF, through its national implementing agency (VNFU) selected the Lem Village group as one of its FFPO beneficiaries. Through FFF, group members received training in Market Analysis and Development (MA&D), wood processing, group facilitation, and proposal writing. Through the FFF peer-to-peer exchanges they visited successful FSC certified timber businesses in Northern and Central Vietnam. FFF also facilitated round table policy platforms at commune, district, provincial (and national) levels, at which the Lem Village farmers had a chance to express their support needs to authorities at the first three of those levels. As a result, the informal group decided to establish a group timber business. To achieve that, each of 15 households involved contributed between USD 1 380 and USD 9 200 to jointly invest in a sawmill that cost USD 23 000. They used training to conduct market research and identify a buyer (NAFACO) whom they supplied for five months to build their reputation. Larger orders were then received, which required the collection of timber from

farmers outside their group and an expansion to 18 household members. In order to issue Value Added Tax receipts required by these larger customers and to build a bigger sawmill to meet demand, members decided to register as the Binh Minh Agroforestry Cooperative in 2017. With help from NAFACO and one of its subcontractors (Hoa Phat Industrial Company Limited) they raised the USD 46 000 necessary for the bigger sawmill. The peer-to-peer exchange alerted the Head of the cooperative to the benefits of FSC in terms of market access and price premiums. The round table policy platforms elicited support from the Yen Bai Department of Forest Protection (FPD) and the Provincial People's Committee (PCC) to pilot FSC in Yen Bai. The Binh Minh Agroforestry Cooperative then became the delegated agency of Hoa Phat to buy and process all FSC timber in the area. Three years after the first FFF intervention the cooperative has achieved FSC Chain-of-Custody certification, has a 1 000m² sawmill processing plant, and sell 500-700 cubic meters of Acacia timber per month - increasing the net income of member households by seven to 10 percent (e.g. after deducting investment costs).



Diversification of income generating options

In The Gambia, effective integration of Community Forest Management Committees (CFMC's) and FFPOs have significantly increased the basket of products produced in forest and farm landscapes. The CFMCs have access and control over abundant natural resources whereas the FFPOs provide important market links to diversify income generating options. Since the start of FFF activities in 2013 at least 50 percent of supported FFPOs (eight out of 16 groups) added value to their products by adding new technologies to increase yields, reduce waste, or diversify through processing.



The majority of these groups were made up of women and youth (75 percent). More than 100 CFMCs have learnt how to diversify their income generating options through trainings in MA&D and in synergy with the development of their Community Forest Management Plans. From primarily being focused on wood extraction these CFMCs now focus on six main products (eco-tourism, handicraft, beekeeping, tree nursery management, timber, fuel wood, and salt). At least 60 percent of the CFMCs have diversified their beekeeping products by improving processing technologies and quality of their primary (honey and wax) and secondary products (soap, body cream and candles). As a result the price of sieved honey increased by 60 percent (from approximately USD 3/liter to USD 5/liter. Changes in income and products have in part been the outcome of targeted trainings and capacity building by the FFF programme, but also through linking of product based associations and where appropriate facilitating merging at the national level. In 2017 the National Beekeepers Association of the Gambia (NBAG) restructured and merge with a Professional Beekeepers Association to form one apex organisation. In 2015 two national associations for Cashew farmers decided to join forces and formed a national Federation of Cashew Farmers Associations. In both cases information flows between producers and the association about markets and standards helped strengthen capacities, qualities and ability to negotiate better prices for products. In the case of cashew there was a dramatic increase of prices by 500 percent. Members have now also started diversifying their products from just focusing on the cashew nut to also produce other products from the cashew apple such as juice, jams, cakes and candles which were previously only produced for household but not commercial purposes.

Higher prices and larger profits

In Bolivia, many advances have been seen in 11 national FFPOs supported through FFF. One example is the National Association of Coffee Producers (ANPROCA), a third-tier FFPO federation which is present in all Bolivian departments and represents 85 first-tier FFPOs comprising 17 500 households. Initial participatory analysis of support needs by the FFF team in 2014 identified two main priorities: (i) to influence the national coffee policy towards new incentives for their 85 smallholder grower FFPOs, and (ii) the need to position



Bolivian coffee in the high quality and fair trade markets. In collaboration with ANPROCA, therefore FFF facilitated the creation of a 'Local Agreement Space' - a safe policy platform where it was possible to discuss and evaluate progress in the implementation of the National Coffee Policy and adjustments to the National Coffee Program. Through policy engagements between representatives of coffee producers and government officials' financial arrangements have been agreed over the next five years which will include an investment incentive programme of more than USD 30 million for smallholder coffee FFPOs. In addition, FFF has helped catalyse the creation of a Coffee, Cacao and Amazonian Technical Roundtable involving the relevant FFPOs and the Ministry of Rural Development and Lands. This platform will drive forward in the future a Bolivian 'Program of Integrated Development for the Amazon'. Yet it is not just at the macro-level that FFF support to ANPROCA has achieved impact. Another activity that FFF supported was a peer-to-peer exchange of experience for the production of quality coffee hosted by Colombia. Bolivian technicians and producers from coffee FFPOs and government participated. Based on this experience, a coffee quality control laboratory and technical assistance programme was rolled out for the FFPO members of ANPROCA. Following technical training, FFF supported a coffee tasting competition - the III Presidential Cup Tournament, Evo Morales Ayma 2017. From the 85 member FFPOs, national juries selected the best tasting 18 coffee samples. These were then judged by an international jury in October 2017. Valeriano Callejas, a smallholder from the

department of Cochabamba was one of the lucky 18. In the hope of receiving USD 10 to USD 30 per pound (the latter being the previous price record), he had entered his first production quintales into the competition and been selected. His coffee won with a quality score of 92 points (the highest on record). In December 2017 an auction of the different coffee lots was arranged. The 328 pound lot from Don Valeriano went for USD 53.20 per pound - a national sales record. FFF support such as this has been helping to enhance the price and profits for Bolivian forest producers and also to strengthening their capacities to produce quality products for the local, national and international market.

More sustainable production

In Zambia, one of the greatest impacts of the FFF programme have been the establishment of the Choma Charcoal Producers Association. This is an important breakthrough for a sub-sector that supplies at least 80 percent of the national population with their energy needs, and that hasn't been actively represented since the national level charcoal producers associations dissolved in the early 2000s. In 2017, the Choma Charcoal association was



officially registered in Choma district, Southern Province, with a membership of over 300 members from 20 producer groups across the district. It is already having a significant impact for FFPOs and the forest landscape. Traditional chiefs in the area and the Forest Department who used to see the charcoal producers as rogues, are now working together with the association members in 10 forest degradation hot spots to replenish resources and improve the sustainability of the trade. FFF have also supported local tree nursery associations in these areas with trainings to supply quality tree seedlings and be part of this partnership, improving their market and income in the process. Members of the associations are being trained not only in sustainable resource management by the Forestry Department but also in Market Analysis and Development. As a result, there has been a rapid increase in the number of formal licenses and taxes paid and members have started to introduce standardized pricing and packaging to improve the sustainability of the trade. Charcoal

producers are now also diversifying into additional value chains and have started to establish woodlots as an alternative to natural forest resources to meet growing demands for wood fuel and other products.

New commodity associations and business incubation capacity installed

In Liberia, after decades of civil war and a catastrophic outbreak of Ebola in the first years of FFF engagement, there was much to do in a short time. For example, FFF began to work with the third-tier Farmers Union Network (FUN - one of three main FFPOs supported in-country). As elsewhere, baseline enumerations were carried out of farmers working together in potential forest and farm user groups. A process of Market Analysis and Development (MA&D) training was conducted in which 10 of the more promising entrepreneurs from each of three counties were given business training and they (and their groups) began to screen



potential products which they had the capability of producing against market potential (e.g. Bitter root, Bitter Kola, Bush Pepper, Haitta, Honey, Passave, Rattan, Snails, Worlor, Worner etc.). Based on these assessments, groups began to develop business plans around the most promising options. FFF helped to facilitate grouping farmers with common business interest into commodity associations. Of the initial commodity groups in three counties, FFF then supported ten of the more promising first-tier FFPO groups to regularize their articles of association, bylaws and codes of conduct, as chapters of FUN under the Cooperative Development Agency - opening up the possibility of loan applications to banking institutions. For example, commodity associations formed such as the Gibi Non-Timber Forest Producer Association (Margibi County), the NTFP Producers of Gbarpolu County (Gbarpolu County), The Armuchair (We Will Live) Association (Margibi County), honey producer group and Monweh Art and Craft (Rivercess County), the Rubber Producer Association (Rivercess County), the Deh-Dohyajay Producers Association producing rattan (Margibi County) etc. At the same time, FUN advertised for and appointed a business coach - to oversee the work of business support to those new first-tier FFPOs. That coach began a regular bimonthly mentorship programme with each group to follow up on their plans and help make market links. He helped facilitate the setting up of Village Savings and Loans Association (VSLA) to try and ensure that farmers could overcome initial cash flow needs in each of the 30 MA&D

trained groups. In addition, an exchange visit was organized to a more advanced community forest NTFP harvesting and processing group in Nimba County, run by BOTPAL (one of the other second-tier associations supported through FFF). Participation in a national trade fair in Monrovia also helped supported FFPOs to improve their market understanding. While all at a fairly early stage, the growing capacity within FUN to help incubate first-tier FFPO businesses is a major advance over the baseline situation.

Business school developed for other FFPOs

One of the more innovative impacts of the FFF programme has been the establishment of FEDECOVERA's Rural Business School of Agroforestry. Between 2015 and 2016 FFF worked with FEDECOVERA on the design of a curricula and subsequent opening of the school in April 2016. The School has the capacity to enroll 90 students a year to study three main themes: agroforestry production and processing techniques, entrepreneurship development, and the guiding principles and values of cooperatives. In 2017 the pilot phase of the Rural School of Agroforest Business was completed, and 27 individuals graduated as agroforest producers and entrepreneurs. Graduates receive a certificate of "agroforestry producer and entrepreneur".



“This is key to the preservation and transmission of our culture, but it has also become the major income generating activity of the women in the community” (Margarita Chub, President of women group FEDECOVERA)

This is an important investment for FEDECOVERA and its member cooperatives. It provides professional and practical training for local youth who otherwise for lack of better opportunity often migrate to urban areas or abroad, with negative social and economic impacts on households and the cooperative business. It has also helped broaden youth awareness of the diversity of income generating activities that can be carried out within the agroforestry business and provided a platform for networking with other similar initiatives and youth entrepreneurs. Already FEDECOVERA has hosted two exchanges at the school with the Mayangnas entrepreneurial women's organisation from Nicaragua and a regional exchange with FFPO and government representatives from Belize, Bolivia, Honduras, Mexico, Nicaragua, Panama and Guatemala. More recently, to further institutionalize and specialize the School's programme, FFF has facilitated linkages between the FEDECOVERA Rural Business School of Agroforestry and other like-minded initiatives, such as the School of Mesoamerican Leaders initiated by the Mesoamerican Alliance of Peoples and Forests (AMPB).

1.1.2 Lessons learned

Efficiency of business support initiatives is enhanced by strong national apex-level FFPOs

FFF has learned that in order to provide sustainable and efficient business incubation, second or third-tier FFPOs can play a vital role (e.g. COPRACAO and ANPROCA in Bolivia, or VNFU in Vietnam) provided the capacity of those apex level organizations is itself built up through training and exchanges. These apex bodies can ultimately fund service delivery to their members at very low transaction costs. It is not that NGO business support (e.g. in MERN partners in Myanmar) or government business support (e.g. SEPROD in Nicaragua) are not useful in situations where no apex FFPOs exist, it is just that their long term efficiency and sustainability does not rival that of apex FFPOs.

Where apex FFPOs do not exist they must be built tier by tier

FFF has learned that for sustainable service provision by second-or third-tier FFPOs it is vital that those organizations are financially sustainable. They need to offer a viable function that someone is willing to pay for, either through the value addition that they can make through marketing and sales (e.g. township level CFPPAs in Myanmar) or services that their members are willing to pay for (e.g. business training school by Fedecovera in Guatemala) or in the short term, projects that they are able to win which could not be won by members themselves (e.g. FECOFUN in Nepal)

Business incubation requires the development of broader support networks

FFF has also learned that no single staff member has all the expertise relevant to multiple business support and value chain development activities. Business is a dynamic not static reality. Networks of experts have to be cultivated who have specific knowledge on emerging markets, technologies, research developments, financial opportunities, legal requirements, and social organisation skills (e.g. the support network that FF-SPAK has developed with KENAFF in Kenya, or that VNFU has cultivated, amongst others through multi-level roundtables in Vietnam).

Support networks for FFPOs can often draw on other cooperative organizations

FFF has learned that the motivations underpinning collective action lend themselves to collaboration between collective action institutions. So for example, in Nepal it has been possible to attract finance to FFPO business from other cooperatives, or in Zambia it has been possible to nurture the embryonic Zambia National Forest Commodities Association within the better established Cotton Association of Zambia.

Business resilience can be enhanced by diversifying into baskets of business activities

FFF has learned that financial sustainability in FFPO businesses often hinges on developing several product lines and markets (e.g. diversification of timber, bamboo and Tuno furniture and craft designs alongside ecotourism in Nicaragua, or into multiple sectors such as cardamom, cocoa, coffee, ecotourism, tea and timber in Guatemala)

The advantages of organizational scale need to be demonstrated and repeatedly communicated to new FFPOs

FFF has learned that the advantages of strength in numbers that allow FFPO businesses to cut costs, negotiate better sales prices, attract investment and share information are not always apparent to individual forest and farm producers from the start - and have to be explained and repeated - preferably with peer-to-peer learning around successful examples of other group businesses (e.g. in the twelve international peer-to-peer exchanges facilitated by FFF).

1.1.3 Small grants

In line with FFF's principle in Pillar 1 to give direct support to FFPOs, FFF assigned an additional lump-sum of 30,000 USD per country/ year for supplementary grant support to local FFPOs with specific needs to strengthen their business and organizational capacities. This could cover activities on improving their internal governance to specific technical trainings or exchange visits to improve their business model. Preferably the small grant recipients were connected to larger (APEX) producer organizations and with other FFF and partner networks to ensure learning and enhance their access to other resources and opportunities.



When the partnership between AgriCord and FAO (signed on 23/06/2014) pledged additional funding (1 million Euro) to this particular FFF activity, the yearly amount for small grants per country increased to USD 60 000. In most FFF countries, an open call for proposals was issued based on established criteria for which many FFPOs applied. As it became very obvious

that many FFPOs had not the capacity to write adequately these proposals, FFF went on to link the call with a training to support lead-farmers to learn to write proposals. Once the groups had improved their proposals through the trainings, they would resubmit and the best ones were selected by a national selection committee. In this way the small grants reached much more groups: the larger group that improved their proposal writing skills and the selected groups who effectively received the small grants. In Bolivia, the small grants were used to support more regional FFPOs with good proposals, in absence of one national Apex. In Nicaragua, the political conjuncture didn't allow direct grants to FFPOs which explains the result. The feedback in the countries on the small grants was extremely positive due to the punctual influx of capital in and support to the FFPOs own proposal; it also made possible to widen FFF's impact in the country, thickening the web of FFPOs region/nationwide. Notable is that many women have been reached through the small grants.

FFF implemented 106 small grants from 2015 onwards in the 10 countries for a total budget of approximately USD 1.5 million. See Annex 4 for a list of the small grants.

1.1.4 MA&D – a core training approach used by FFPO

The Market Analysis and Development (MA&D) approach has been the core training used in Pillar 1 to strengthen the entrepreneurial capacities of local forest and farm producer groups. The MA&D approach is a process centered around four phases of practical training and coaching, during which potential entrepreneurs learn how to logically analyze the potential of local forest and agriculture products. At the end of the training participants know how to identify opportunities, manage risks, and plan their enterprise so that they can better integrate into value chains and increase their incomes. The trainings provide local FFPOs with the tools they need to generate more benefits from their natural resources – thereby creating stronger incentives to protect and sustainably manage them.

MA&D also helps foster better partnership in the rural landscape, as it provides a framework for not only planning the enterprise but also the strategies that are needed to link with other service providers, business partners and financial institutions. It helps groups establish internal governance structures and prepare for investment, making it easier to access external capital and donor support.

In FFF MA&D has been implemented using a cascade approach, first organizing two-phases of regional trainings for selected facilitators from the 10 FFF countries, but also including other countries where partners and other FAO programmes were working. Regional trainings took place in Guatemala (2014), Vietnam (2015), Zambia and The Gambia (both 2015). The trained facilitators went on to train more national facilitators in respective local languages, who then used the step-wise approach to train lead farmers and local FFPO businesses.



Many FFPOs have found MA&D training very useful. In Vietnam, it helped the business groups to build trust amongst the members, formalize the business, look for investment (including their own), and link into promising value chains. In Guatemala, when the Federation of Cooperatives of the Verapaces (FEDECOVERA) were designing the curricula for their new Rural School for Agribusiness, they decided to include MA&D as the main business training. In The Gambia, trainings contributed to the establishment of a nation-wide Market Information System, as participating Apex FFPOs became crucially aware of the importance for their members to have accurate market information. More recently, eight Bolivian FFPOs

managed to secure a grant of USD 150 000 based on the business plans and investment proposals they developed as part of their MA&D trainings.

Based on the principles of the MA&D methodology, FFF in collaboration with the Forest Connect Alliance, has also developed other tools to support business incubation processes for FFPOs. This includes the “Securing Forest Business” risk management toolkit published and tested in 2016, and the “Forest Business Incubation” toolkit published in 2018.

1.2 Pillar 2: Catalyse multi-sectoral stakeholder policy platforms with governments at local and national levels

1.2.1 Impact highlights

FFF has facilitated the establishment (or greater FFPO representation) in 51 policy platforms at national or regional level. The combined total of 817 local FFPOs have held over 2 820 management meetings during the period of FFF support, of which 248 involved planning meetings to target FFPO engagements in policy processes relating to 59 selected policies, rules and regulations. Direct FFPO engagement in such policy processes by more than 140 representatives of FFPOs (12-45 percent women across ten countries) led to 33 changes in policies, rules or regulations in favour of FFPO interests, with a further 18 changes due to indirect effects of FFF in-country activities. Among the more impressive policy gains were the creation or shaping of major new incentive programmes for FFPO businesses in Bolivia, Guatemala, Vietnam collectively worth in excess of USD 100 million - at least four times the total expenditure of FFF.

Policy change at multiple levels through nested multi-sectoral policy platforms - One of the key impacts of the FFF has been a harmonization in vision and approach between local, district, regional and national level authorities. One example comes from Vietnam where FFF has catalysed policy roundtables including 25 at commune level, nine at district level, six at provincial level and three at national level - each of which discussed FFPO support needs. In



addition to these roundtable meetings, 17 national level experts from the Ministries and 27 members of local authorities have regularly accompanied FFF work. This has led to a much greater understanding at all levels of the importance of supporting FFPOs for socio-economic development, their inclusion in local to national socio-economic plans, and greater collaboration between FFF and other ongoing development initiatives such as Government poverty programmes, UN REDD and so on. Policy impacts have been various and multi-layered. For example, at national level the Department of Environment and Natural Resources agreed to speed up the process of delivering forest land use certificates, and the Trade and Industry Department produced a guide for FFPOs to register their product design processes and product packaging - plus supporting 50 percent of the costs of purchasing new machinery up to a value of USD 8 800 — while the Government also issued Decree 55/2015 on credit policies for agricultural development which extended the loan cycle to seven to 10 years to accommodate the needs of Acacia and Magnolia timber growers. At provincial level, the Yen Bai Provincial People’s Committee issued decree 1481 to approve a 2016-2020 cinnamon development program worth USD 44 to USD 130 per hectare and the Yen Bai Forest Department agreed to cover the audit costs of FSC certification for FFPOs and to develop organic cinnamon production in Dao Thinh commune. At district level the Chu Huong People’s Committee and the Ba Be Natural Resources Management Department also agreed to speed up the land use rights certificates for forest areas. At commune level, the Dao Thinh People’s Committee raised funds to help the Cinnamon group by building a new road to improve harvesting access to the forest area - while the Tan Khanh People’s Committee agreed to lend one FFPO 2 000 square meters of land to build a Forest Chicken processing plant. This sort of integrated policy support is strong evidence of the efficacy of working to establish multi-sectoral policy platforms at various levels and educate government authorities at those levels of the benefits of supporting FFPOs.

Forest land tenure rights secured - In The Gambia, FFF played a vital role in unlocking the country’s Community Forestry tenure reform process, which had been stagnant for over a decade. At the start of FFF in The Gambia in 2013, there was a huge backlog of Community Forest Management Agreements (CFMAs) awaiting final approval and authorization. End 2014 FFF co-organized a national level workshop on “Community Forestry, Food Security and Nutrition” together with the FAO Social Forestry team in the greater Banjul area. A key recommendation that emerged during that workshop was for the establishment of Community Forestry (CF) Task Forces in all the regions of the country. Consequently, six CF Task Forces were established across the country consisting of district Chiefs, Community Forest Management Committees (CFMC’s), the All Gambia Forestry Platform (AGFP), representatives of local government authorities and the National Farmers Platform of The Gambia (NFPG). These CF Task Forces organized meetings with the Executive and the Legislature in revitalizing the CF concept with the aim of attaining forest policy objectives of handing over 200,000 hectares of forests to local communities by 2019. These strategic actions at the heart of the community forest negotiations helped unlock the process. Between 2015 and 2017, ownership over a total of 116 community forests covering 9,408 hectares (representing 30 percent of all community forest tenure agreements in the country) were transferred to local communities as a result of a series of targeted actions and support from the FFF programme. In this process, a total of 116 Community Forest Management Committees (CFMC’s) have been trained in sustainable forest management and MA&D in collaboration with the Forestry Department. As a result, 100 forest management plans and an associated 35 enterprise development plans linked to the

community forests have been developed. The implication for the All Gambia Forestry Platform (AGFP) has been a huge surge in membership, significantly helping promote forestry issues in national cross-sectoral policy dialogues and within the national Apex farmers' organisation, the National Farmers Platform of The Gambia (NFPG). This represents a significant success and the rescue of a process that enables important livelihood benefits for hundreds of thousands of Gambian families. The Forest and Farm Facility helped make the links between forestry and agriculture platforms so that they were able to jointly advocate for the benefits of forest dependent members.



“Cruel rulers and dictators fear no ballot box or barrel of the gun but can be persuaded by popular demand” (Kanimang Camara, NACO The Gambia).

This was evident in the case of CF Task Force where local communities “drummed in their demands” to the former Head of State to revitalize the Community Forestry Concept that had been dormant for over 10 years. According to the President of All Gambia Forestry Platform, “now that the process is reactivated stakeholders should provide maximum support to CFM to maintain the momentum”. In the photo above the Minister of Environment The Gambia awards Community Forest Management Agreements.

Financial incentive programmes catalysed - In Bolivia, FFFs work with 11 national third-tier FFPOs has included support to the National Cocoa Federation (COPRACAO). COPRACAO is composed of federations of Cacao producers from five departments of the country (La Paz, Pando, Cochabamba, Beni and Santa Cruz). FFF facilitated, through a letter of agreement with the Central Cooperatives El Ceibo, a strategic alliance and technical / policy platform to validate the National Cocoa Policy and help elaborate a new National Program for the Strengthening of Cocoa Production in Bolivia. To develop the new National Program, the technical / policy platform was led by the Ministry of Rural Development and Lands together with other governmental institutions such as the Plurinational Authority of Mother Earth, the Decentralized Public Institution of Food Sovereignty (IPDSA), and also including relevant technical institutions such as the Tropical Agronomic Center for Research and Teaching (CATIE).



The National Program that has been approved by the government will make a total investment over five years, of more than USD 37 million, which the sector authority is managing. FFF support has also been used to support improvements to Cocoa transformation and commercialization amongst members of COPRACAO. One of the important impacts in this last area, has been the cementing of a new European market for Bolivian chocolate - through *Bistrot*, the niche marketing chain of Autogrill - which have increased market access and price for Cooperative el Ceibo, which is member of COPRACAO.

Gender-based investment funds for FFPOs created - One of the key impacts of FFF activities in Nepal has been the catalysing of enterprise skills development and investment for women's enterprises. A winning example is the advocacy by FNCSI's Central Women Entrepreneurs Committee (CWEC), who together with an alliance of FFPOs, successfully lobbied for the establishment of the Women Entrepreneurs Development Fund within the Ministry of Industry. The fund was established in 2015 and provides a fairly low interest rate (six percent), collateral free loans for up to five hundred thousand rupees (almost USD 5 000) to women entrepreneurs at the district level. Although small in size it provides important start-up funding for micro and small enterprises and addresses some of the main barriers for women entrepreneurs. At the national level engagement with the Ministry over the design and functioning of the fund continues, and at the district level FFPO members from FNCSI and FECOFUN amongst others are actively monitoring the use and effectiveness of the fund. The impact of these investments will not only provide positive socio-economic effects at the local level and Nepalese society as a whole, women's empowerment being one of them, but enterprises that are affiliated to a Community Forest User Group are also re-investing 25 percent of their revenue into restoring forest resources.

Greater awareness of production issues for FFPOs widely spread - In Liberia, charcoal and wood fuel are the main sources of energy for cooking (in common with much of Sub-Saharan Africa and South Asia). The market is huge - and FFF support to the National Association of Charcoal Union of Liberia (NACUL) has helped register charcoal groups comprising more than 1 500 individuals in three counties (Grand Cape Mount, Margibi and Montserrado).



Production of charcoal, however, has often been seen more as a threat to forest cover, than as a vital source of energy and income generation for forest and farm producers. FFF support has enabled key forest production sectors such as charcoal to be widely discussed. For example, through support to the Forest Development Authority (FDA) a National Forest and Landscape Forum (NFLF) has opened discussion forums at the county level to discuss the Land Right Act and the Charcoal Regulation. Representatives from NACUL have participated in such discussions, as well as organizing their own 2015 stakeholder meeting between Government Ministries, NGOs and charcoal producers from Grand Cape Mount, Margibi and Montserrado to explore how they could contribute to the sustainable management of Liberia's forests and their commitment to sustainable charcoal production influenced the October 24, 2017 officially gazetted FDA Regulation No. 119-17 on "Sustainable Wood-Based Biomass Energy Production and Marketing in Liberia" giving a.o. more benefits to Producer Organizations. NACUL has also become part of The Civil Society Organizations' Working Group on Community Forestry and Land Rights, sending representatives to the 'Rethinking the Liberian Forest' and 'Forest Definition' conferences - and actively advocated for the passing of the Land Rights Act and Land Authorities Act which would give their members greater control over production. Without secure tenure, it is unlikely that FFPOs producing charcoal will restore forest areas cut, as they would have no security over future benefits from those trees.

New legislation approved to advance problematic sectors - As noted above, in Zambia the recently established Choma Charcoal Producers Association together with the Provincial Forestry Office have been working to improve the sustainability of the industry. This positive



example -made possible through direct support from FFF- was subsequently used to mobilize support to the Forestry Department to revise its Charcoal Regulation and organize the charcoal trade to be more sustainable. Members of this first tier association are now represented at ward and district cross-sectoral platforms and are for the first time given a voice to an otherwise voiceless but major group of forest producers. This is a steep change in a country where for many years popular opinion was that charcoal production was an immoral activity that was mostly illegal. Complicated relationships with government authorities and the Forest Department, meant that much of the trade was still carried out under obscure conditions, even when legal.

“I have been trading in charcoal for the past 25 years under very risky conditions because of fearing the forest department offices and the police by moving charcoal in the night” (Mr. Ackely Moonga, Chairperson of the Choma Charcoal Association). The Forest department extension services in most parts of Zambia are too limited to manage the whole charcoal value chain. The experience from Chomas shows that partnerships with FFPOs and traditional chiefs are vital in improving the situation.

Within the new Charcoal Regulation it is stated that all charcoal producers should be organized into groups and affiliated to a national association. This is a move away from the focus on individual producers and licensing permits which were put in place with the previous regulations in an attempt to limit production. Instead the focus has now shifted towards promoting sustainable production and organisation, where each group are required to follow a pre-defined Code of Practice and forest management plan. Special emphasis has been placed on the need for charcoal producers and the Forestry Department to collaborate to ensure the sustainability of the trade.

New structures in support of FFPOs created - In Nicaragua, FFF has supported both the Ministry of Environment and Natural Resources (MARENA) and the National Forest Institute (INAFOR) to strengthen the public policy entitled the ‘Programme for Community Forestry’ (PFC). Five instruments have also been updated for forest promotion and monitoring under the ‘National Crusade for Reforestation’. ‘Part of this support has included training 80 technical staff of INAFOR in forest and agroforestry management and forest business promotion to better assist FFPOs in the Autonomous Region of the North Caribbean Coast (RAAN). At a more local level 33 staff of a newly revitalized Municipal Policy platform - the

System of Production, Consumption and Trade (SPCC) - have been training in MA&D. Also at the level of the Municipality, it was felt that more needed to be done to follow up issues raised by emerging FFPOs around production issues. For this reason, FFF responded to a request from the Regional Autonomous Government of RAAN and the Secretariat of the Caribbean Coast to establish a new structure within the Siuna Municipality (the region in which FFF support to FFPOs of Myangna and Mestizo peoples were taking place). Through FFF support, a Secretary of Production (SEPROD) was strengthened which works closely with the SPCC to oversee capacity building for FFPOs involved in the production of timber furniture and woodwork, bamboo furniture and craft and Tuno craft. One of several examples of the specific support provided was to a small first-tier FFPO called COAIKUWA which was set up by seven men and seven women to produce bamboo furniture. Through technical training in MA&D, support for furniture design, peer-to-peer exchanges and market linking, COAIKUWA has generated new furniture designs especially for the small hotel trade. Better designs and quality have led to great demand in Rosite Municipality with increases in income to producers of approximately 50 percent. Another example is that of the La RAMPLA cooperative (set up by 13 men and seven women). Through business, technical and internal administration support they diversified their timber woodworking business into the coffin market (as their lead product), improved production quality, and acquired better semi-industrial production machinery - leading to higher incomes and more reliable orders.

Greater staffing and policy implementation in support of FFPOs - In Myanmar, the former military dictatorship had suppressed local forest land rights. The 1995 Community Forestry Instructions (CFI) opened a small window of opportunity for indigenous people to register some forest land as 'Community Forest'. But the motivation was to secure land rights as all timber production was controlled by the Myanmar Timber Enterprise (MTE). In 2012 - prior to FFF engagement - only 740 Community forests had been registered on 44 000 ha of land and FFPO businesses were almost non-existent. But the democratization process was underway. FFF began work in 2013 and provided support to help facilitate the operational



development of a Community Forest National Working Group (CNFWG) led by the Forest Department but with two seats reserved for FFPOs once a national federation has been formed. From 2015, direct support to the CNFWG led to the revision of the CFI in 2016 to clarify the commercial rights of Community Forest Product Producers Association (CFPPAs) to sell both timber and NTFPs from their forests. The CNFWG has also overseen the creation of a new Community Forest Unit within the Forest Department which has assigned Forest Department staff in each district a role for supervising Community Forestry and meeting the government Master Plan which targets the establishment of 918 000 ha of community forest by 2030. By 2017 the number of community forest areas had risen from 740 to more than 3 000 covering in excess of 200 000 ha. Involvement of Forest Department staff in peer-to-peer exchanges showcasing successful FFPO business (two internal and three overseas exchanges to Nepal, Thailand and Vietnam), plus participation in MA&D training have led to an upsurge in Forest Department support for community forest business. For example, in the recent 2nd Asian FFPO conference which FFF supported in Myanmar, the field trip highlighted Forest Department (and FFF through RECOFTC) support to Yoe Zone CFPPA in Mandalay State - which was producing sterculia resin from 90 ha of sterculia plantation that they had established. The average annual income of sterculia resin is USD 18 000 per ha (i.e. in excess of USD 1.6 million for the CFPPA as a whole). Sterculia Gum is widely used in food and traditional medicine in Myanmar and exported to China, Thailand, India and Bangladesh for cosmetics, denture adhesives, car windscreen shatter-proofing and industrial raw materials. Such has been the success of this particular business that the enthusiastic chairman, Mr. Ohn Nyunt, has been awarded the National Energy Globe award collected in January 2018 in Tehran. One final challenge for such support in Myanmar has been to increase the involvement and leadership of FFPO businesses by women (involvement currently only stands at 29 percent in the 177 FFPOs supported through FFF). To address this FFF has established a Myanmar Women's Leadership and Conservation Network (MWLCN) to promote women's roles and leadership potential within national FFPOs.

Forest and farm product businesses actively promoted and nurtured - In Kenya, the establishment of products based associations at the county level provided a new platform for engaging with both government and private sector companies for FFPO businesses. In a strategic move to improve the promotion of forest and farm products based businesses at the county level, FFF supported FF-SPAK and the county level associations in developing a Memorandum of Understanding (MoU) with county governments to improve collaboration on policy and market issues. In these meetings FFF partners and FFPO members used the 18 enterprise development plan (EDP's) developed for the six associations and 12 group



enterprises to raise awareness and help the county actively promote their products and services. The following examples illustrates how FFF technical support and linking have resulted in six new tenders, leading to better market access and income for three FFPO group enterprises and one county association. Effective negotiations at the national and county level helped the Nakuru Tree Nursery Association to secure a tender to supply the National Environmental Authority and the County Government of Nakuru with tree seedlings worth a total of USD 70 000. With the impulse of the Nakuru Tree nursery association, around 1 000 tree nurseries operators of 20 counties (out of 47) established in 2017 the national Community Tree Growers Association of Kenya (COTNGAK), which is member of FFSPAK. In Laikipia County the Marura Environmental Conservation Group moved from individual to collective marketing which enabled them to secure new tenders for poultry from two hotels. In the same county, the Nettle World FFPO enterprise managed to triple their monthly production of nettle powder and scale up their tenders from three to eight supermarket chains. In Nakuru county the Junction Bamboo Tree Nursery and Conservation Group was one of the FFF small grantees (USD 5 000) that successfully went on to establish partnership for both technical service provision and sales with Green Pot Lt, a private company specializing in bamboo. Additional gains such as increased budgetary support (for beekeepers in Laikipia County), the removal of prohibitive regulation (the waiver of licenses fees for tree nurseries in Nakuru), and increased awareness of the role of FFPOs in reviewing policy (Forest Management Trust Fund Initiative and the Forest Act) to promote farm forestry, were also achieved in the process.

Laws and incentive mechanisms tailored to FFPO needs - A key partner of FFF in Guatemala is the National Alliance of Community Forestry Organizations (“the National Alliance”), which today comprises ten second-level organizations and 400 member organizations with 77 000



individual members managing 750 000 hectares of forest. Since 2014, FFF has been supporting the National Alliance in implementing its political advocacy strategy and strengthen the representation of 20 of its members in 15 sub-national and national decision making processes. One of the most important of these processes has been the design of the next phase of the Forestry Incentives Programme and the PROBOSQUE Law (2015). In September 2015 the PROBOSQUE Law was approved by the National Congress of the Republic of Guatemala. The FFF provided direct assistance in the technical and judicial design of the Law and supportive Regulation and Strategic Plan and supported the participation of National Alliance members to represent FFPO interests in the

process. Meetings were organized with National Alliance members at both national and regional platforms and out of six proposed amendments put forward four were incorporated into the final version of the Law. This is a significant win for FFPOs in Guatemala that will secure technical and budgetary support to forestry producers for at least 30 years. Between 2017 and 2047, one percent of Guatemala’s overall national budget, amounting to about USD 20 million per year and a total of USD 667 million over 30 years, will be allocated directly to forestry producers to restore, manage and protect forest and agroforestry systems.

1.2.3 Lessons learned

The undisputed power of federated producer organizations to effect policy change

FFF has learned that the collective action of myriad voters organized within FFPO federations can rapidly shift policy. This has happened through product-specific FFPOs (e.g. COPRACAO delivering a major new Cocoa incentive programme in Bolivia, or the Choma Charcoal Association shaping the new charcoal regulation in Zambia), or through large umbrella federations and unions (e.g. FECOFUN in Nepal removing barriers to forest production and transport in Nepal), or through judicious representation of smaller local groups in innovative multi-sectoral platforms (e.g. representation of community forest groups within the ANR platform in The Gambia).

Nested policy engagement at different levels can improve government responsiveness

FFF has learned that engaging government at different levels (from commune to district to province to national) can unblock support and overcome a range of legislative barriers - while also improving how government staff interact internally to offer FFPOs greater support (e.g. in the multiple policy round tables organized through VNFU in Vietnam). Finding the optimal entry points to help FFPOs to effectively influence and provide inputs into decision making at the level where it is needed - which may often be the most local level may be one of the most dramatic ways to influence policy implementation on the ground,

Cross-sectoral and multi-stakeholder platforms work but require political will

FFF has learned that hearing FFPOs integrated outlook and challenges requires a government response beyond the forest sector in generating consensus about how to tackle those challenges, improving policy alignment, and developing commitment to action and financing. (E.g. the work of the System of Production, Consumption and Trade platform in Nicaragua that led to the creation of a new support agency SEPROD to assist FFPO business development in Nicaragua). The efforts to support and institutionalize cross-sectoral and multi-stakeholder platforms beyond the life of the programme have been variable across countries, and depend greatly on the willingness and leadership within government to promote these efforts. There are some exciting examples where government is interested in scaling up the learning - such as in Nepal where the FFF support for district level cross-sectoral committees is being seriously studied for replication in every municipality following the new constitution which is re-drawing administrative boundaries nationwide.

The importance of independent facilitation

FFF has learned (rather unexpectedly) that even with direct channeling of funds to FFPOs, policy engagement benefits from active facilitation by an independent party. FFF in-country facilitators (drawn mostly from FFF Management Team partners and more rarely from a lead FFPO agency in Vietnam or environmental network in Myanmar) have proved pivotal to policy engagement strategies by the FFPOs directly funded.

Tracking policy gains requires careful reporting

FFF has learned that tracking the policy advocacy positions of multiple FFPOs and their influence over subsequent policy change is perhaps the hardest element of the M&L system. Critical reflection is needed on how better to support FFPOs to articulate and document exactly what they wish to change in which policies, laws or regulations - and then document resultant changes following processes of policy engagement.

1.3 Pillar 3: Link local voices and learning to global arena through genuine participatory processes/communication and information sharing

This section includes regional and global programme, learning exchanges and south-south collaboration.

1.3.1 Impact highlights

FFF has also supported six regional or global alliances of FFPOs, facilitated 17 exchange of experience events internationally (not counting within-country exchanges) including nine peer-to-peer learning exchanges and eight international or regional meetings. Additionally



FFF has supported FFPO representation at a range of many other global or regional policy events (including the World Forestry Congress, the UNFF, UNFCCC COP and the World Conservation Congress, Global Landscape Forum). FFF support has involved resourcing of 26 FFPO strategies or mechanisms for regional or global engagement through such work, involving 96 targeted communication materials prepared by FFPOs themselves. The impacts have been seen in 13 examples where FFPOs felt that regional or global agendas had been shaped by their engagement.

Increased reach beyond FFF core partner countries

Alongside the earlier support to the Global Alliance for Community Forestry (GACF) and the International Alliance for Indigenous and Tribal Peoples of the Tropical Forests (IAITPTF) the FFF continued to support four apex organizations until the end of Phase I at either global or regional levels. Grants were made available to Alianza Mesoamericana de Pueblos y Bosques (AMPB), the International Family Forestry Alliance (IFFA), Asian Farmers' Association for Sustainable Rural Development (AFA), and Réseau des Femmes de l'Afrique de l'Ouest pour la Foresterie Communautaire (REFACOF). Overall the following areas were supported by the grants: (i) Enhanced engagement with national members and strengthened membership base; (ii) Improved systems for membership engagement at national levels through increased knowledge of membership (surveys, databases) including revisions of organizational longer term planning frameworks / strategies, (iii) the development and

facilitation of regional conferences of FFPOs; (iv) specific targeted interventions to strengthening gender aspects in FFPOs and forest activities at community levels; (v) Involvement in global and regional policy fora such as UNFF Major Groups Processes, ASEAN civil society platforms, SAARC, UNFCCC; (vi) Enhanced communications both externally (increased knowledge on smallholder and community management of forests) and internally (forest briefs on improved integration of forest management in agricultural systems), and (vii) Development and improved access to finance mechanisms.

Developing common regional and global policy messages

The FFF support to Alianza Mesoamericana de Pueblos y Bosques (AMPB) enabled them to compile an analysis of the communication/policy influencing messages of their members to strengthen common policy messages at regional and global fora. Working with 6 members from 6 countries AMPB looked at common international objectives, how they link with national objectives, communication / dialogue channels used, key actors to reach the objectives, one principal message, story reflecting the message, AMPB agenda item with which they most identify themselves. Such a document has enabled AMPB to articulate the key role of indigenous peoples and local communities as the best custodians of the forests (Under the strapline 'If not us then who') and how to enhance women and youth participation in forest management as an overall strategy in global advocacy for example in the UNFCCC. They also developed a paper that highlighted the "Contribution to a rights-based governance - case study on Mesoamerican organizations members of AMPB" which presents the justification and promotion of AMPB members as critical platforms for discussion and decision-making concerning their lands, based on the principles of democratic participation, which guide the actions of those communities, in line with the conservation of the region's forests and forest ecosystems.

Examples of FFPOs in action enhances the understanding and value of family forestry

With stories of family forestry in action, IFFA was able to use examples from Germany, USA, Finland and Norway to highlight the value of FFPOs and smallholder owned forests to sustainable land and forest management strategies, and the accrued benefits from such forest ownership and management systems. As a central pillar of their communications work through FFF, IFFA was able to use the examples at multiple fora to demonstrate the value of family / smallholder forestry, this was powerful when linked with other community forestry messages with REFACOF or GACF for example at events such as the UNNF major groups meetings where IFFA was able to contribute to the development of language in strategic documents which was more explicitly supportive of FFPOs. In Norway, for example, the value of organizations such as cooperatives was in establishing and influencing closer and constructive communication with the government, resulting in positive development of the forest industry throughout the country. Other examples clearly demonstrated the livelihood benefits accrued from smallholder forests whether it is through a bio-economy as a central pillar for future economic growth or the longer term ecosystem services that forests provide beyond tangible benefits. Whilst biodiversity and conservation was a common thread through most of the stories it was also highlighted that consideration of gender and involvement of youth was an essential "principle among us forest owners, to nurture and improve what our predecessors handed over to us". At the heart of the FFPOs was a mutual understanding that forests offer a source of sustaining livelihood for the owner as well as

core ecosystem services for biodiversity and the FFF communication support was key to enable such messages to be articulated and shared to a broader audience.

Scaling-up through regional farmer organizations

The Asian Farmers Association for sustainable rural development (AFA) has a combined total of more than 12 million individual members and close to 750 000 household members cultivating a combined total of about a million hectares in 1 463 villages, 819



township/municipalities, 159 provinces, 202 districts, and 40 regions in 12 countries. AFA member FFPOs, (plus member FFPOs from the other four countries who were not able to participate in the survey), have a huge impact in the promotion and practice of increasing tree cover in forested landscapes. They contribute tremendously towards the restoration of degraded forests and lands that would largely benefit rural families and communities in their respective countries in particular and the whole region in general. FFF support has seen the production of 9 policy briefs that served as a basis for AFA to review their strategic plan ensuring the integration of forestry issues with the plans objectives being amongst others: promote secured tenurial rights of small scale women and men family farmers over natural resources, land, waters, forests, seeds; produce diverse and nutritious food through sustainable, integrated, diversified, resilient, organic, agro ecological family farming systems and practices in farms and forested landscapes; promote fair treatment and ensure equitable rights and opportunities among women and men farmers.

Strengthening the message and capacities through strong networks

Through FFF support, REFACOF were able to not only support involvement of women in regional and global policy and learning events but were able to enhance the sharing of various messages and knowledge downwards to over 110 farmer based organizations thereby strengthening the role of women in these groups. Fourteen training workshops,

twelve information and sensitization meetings were organized that helped women improve their capacities in diverse themes such as leadership, land and forest rights, agro-forestry techniques, sustainable use of forests, community forestry, sustainable management of Non Timber Forest Products, and nursery techniques. Three women leaders' platforms were created and now play the role of coordination body and liaison between rural women and other actors increasing the influence of rural women in decision-making processes in agriculture and forest management. The training, information and sensitization sessions have improved the capacities of rural women who have a better understanding of how to negotiate with other decision-makers and how to influence processes in their communities.

1.3.2 Lessons learned

Strengthening of regional and global organizations complements national FFPOs

FFF has learned that processes of grassroots consultation have led to an expansion of membership of the national FFPOs belonging to regional and global federations. But while such complementarity exists, the possibilities to translate regional and global policy advocacy work into tangible benefits at local level remains a challenge. Balancing the upward mobilization of issues and ideas for advocacy at regional and global levels with the need to get information and global decisions back down to the national level can be a challenge for larger federations. One interesting example where FFPO leadership in a cross-sectoral platform at the national level (the Agriculture and Natural Resource Platform in The Gambia) sought to increase relevance of global process took place when the Platform members insisted on being briefed by government delegations before and after their participation in COPs and other global meetings.

Integration of forestry groupings and issues in agriculture organizations works

FFF has learned that putting forest issues on the map within large regional farmer federations (e.g. in AFA) can hasten the scaling-up of national FFPOs that represent producers on forest policy issues, and can also lead to the rapid spread of ideas, approaches and mechanisms from one country to the other (e.g. systems to use trees as collateral for bank loans in Asia). In addition when large agricultural producer organizations start advocating for forest access (AFA) and thinking about the tradeoffs between agricultural expansion and deforestation and the impacts on women (REFACOF) new actors and energy (and political power) is brought to bear issues concerning on the sustainable management landscape as a whole.

Policy influence can be enhanced through common messaging

FFF has learned that efforts of regional FFPOs to refine common policy messages can be highly effective (e.g. AMPB's campaign at the UNFCCC COP, and to a lesser extent REFACOF and AFA representation in regional fora).

Collaboration between FFF regional / global partners occurs to good effect

FFF has learned that support to one regional or global FFPO can enable and strengthen broad alliances that work together to achieve change (e.g. IFFA-AFA partnership to promote tree grower rights in Asia, REFACOF-ROPPA to champion women's rights in African FFPOs,

and AFA-AIPP-NTFP-EP work to push forward indigenous peoples opportunities relating to NTFPs, rights to forests and sustainable models for shifting cultivation).

The efficacy of exchange visits to spread and upscale innovations

FFF has learned that forest and farm producers learn rapidly from peer-to-peer exchanges - both around particular business opportunities, and about models of business organisation and partnerships that they then adapt to their own context. The inclusion of government authorities in such exchanges can also bring support for those desired adaptations (e.g. Myanmar community forest users groups learning from community forestry in Nepal and Vietnam together with members of the new Community Forest Unit in the Forest Department, the Zambian Forestry Department delegation learning from the Kenyan Forest Service about their Charcoal Regulation used that as main example for the development of the Zambian charcoal regulation).

1.3.3 Learning exchanges: highlights, lessons learned, links to South-South collaboration

During the implementation of FFF Phase I (2013-2017), 73 national exchanges occurred and 19 country teams were involved in international exchanges. As result of these exchange visits, 56 changes to practices, designs, plans and systems were subsequently reported. Additionally, twelve international or regional FFPO meetings (China, Bolivia, Guatemala, Kenya, Mexico, Myanmar, Tanzania, Thailand, The Gambia, Nepal and Vietnam) occurred. Most of these meetings included exchange visits.



Learning exchanges have become an important component of the FFF operational modality under Pillar III, providing a rich opportunity to producers and government for mutual learning through shared experiences and field visits. FFF has used exchange visits to build capacity in relevant FFPOs and governments to influence policy, positioning these much more in the context of South-South collaboration.



“When it comes to rural development done by our rural people, we tend to look for knowledge far away, but in reality the knowledge is closer to us than we think. What I have learnt in these few days of knowledge exchanges is like going to a course for three years. I have learnt from Ghana, Senegal, the Gambia... and if they were able to overcome obstacles, then it is possible to do so here” Charles Macharia, Chairman of the Community Tree Nursery Growers Association of Kenya (COTNGAK) and participant in the South-South Cooperation for rural poverty reduction: Learning from the FFF and the Knowledge Exchange Platforms (KEPs) Workshop” held Kenya, December 2017

Some of the most important impacts and learnings are listed below:

Inspirational.

Exchange visits have proved to be very inspirational — within the relevant country, among other FFF partner countries, and regionally. Such exchanges allow producer groups to see



successful practices elsewhere, make new market contacts, learn technical and business skills from one another, and upscale their vision and ambition. FFF Vietnam organized in 2015 a study visit of members of the Lem Acacia sawmill group together with Yen Bai provincial FU and policy makers to Quang Tri to learn about smallholder FSC certified timber. It was the first time that farmers heard about certification from their fellow farmers who lived 800 km

away from them. After the trip the group was so inspired about the benefits of FSC timber and the opportunities for value chain linkages that they started the same process. By Nov 2016, 494 HH in Yen Bai received their FSC certificate for their plantations and in July 2017 the Lem group transformed to Binh Minh Agroforestry Cooperative. With embedded value-chain support the cooperative is now authorized to buy and process all FSC certified timber in the area and has FSC- CoC for their sawmill.

Connecting producers with government authorities.

Domestic exchanges have improved relations between FFPOs and communities with their local forest and agricultural department offices because these exchanges provided more opportunities to interact. It is important to involve government staff and parliamentarians in regional exchanges because such trips and discussions can highlight the need to change forest policies, and government staff can influence policy change. In Nepal, joint action planning and exchanges of Producer Groups and Government District Stakeholders in the Cross Sectoral Platform (CPS) of Nawalparasi has resulted in improved access to resources for the Srijaya Babiyo Rope Committee (women FFPO), resulting in a grant for equipment and a storage room from two government programs.

Diversity of participants multiplies positive results.

Exchange visits with a diversity of participants from producer organizations, facilitative organizations such as NGOs, national and local government and parliamentary members, promote networks around priority issues for producers. For example, participation of decision makers was important when the Governor of Pando joined the Bolivian delegation



in an exchange visit held in FEDECOVERA. The meeting proved a good opportunity for the Governor to learn from experiences in other countries concerning the importance of supporting organization of producers for business purposes (e.g. as in the case of FEDECOVERA). The Governor returned to Bolivia, motivated to coordinate with FFF and FAO Bolivia to build a programme for producers in Pando using a territorial development approach. He was also ready to contribute government funds to the programme.

Encouraging participants to try new approaches and new ideas.

These exchanges are important for exposure to new ideas for policy and regulation, technical management, and businesses. For example, The Director of Forests from the Zambia learned in an exchange visit to Kenya about their Charcoal regulation; back in Zambia he used this as a model for developing the Zambian regulation, together with the first lessons of the FFF supported pilot of the establishment of the Choma Charcoal Association, which was inspired by the Kenyan charcoal associations.

Building self-confidence and changing attitudes.

Producers and their organizations can do many things. Exchanges increase the self-confidence of producers and encourage them to continue working hard to achieve the successes that they see among their compatriots and abroad. For example, an exchange visit



by Myanmar producers to Nepal demonstrated how communities can manage community forests for both timber and non-timber forest products (NTFPs) sustainably for commercial and subsistence use. Nepal's experience indicates that – apart from secure tenure - community-based businesses must be actively encouraged to have successful community forestry.

Developing trust and building personal relationships between producers and related government or business partners and South-South collaboration enables sharing of best practices and fosters potential collaboration. For example, the representative of Kenya National Farmers Federation (KENAFF) participated, as part of the Kenya delegation, in an exchange visit to Uganda and realized the potential of farm forestry. He returned to Kenya feeling motivated and promoted the affiliation of the Farm Forestry Smallholder Producers Association (FFSPAK) with KENAFF. FFSPAK is now a member of KENAFF and they will work together to advocate for improved policy environment for farm forestry enterprises in Kenya.

Connecting producers.

Regional exchanges and events help develop networks at a broader level, further expanding the communities of practice. For example, participation in these exchanges has led to the voluntary formation of a new African network, the African Forest Enterprise Knowledge



Network, AFECONNECT. Also REFACOF, a network for women in community forestry, has expanded its networks to The Gambia and Liberia, and REFACOF connected during the Tanzanian Regional Conference to ROPPA, the West African Farmers' Organization.

Leveraging funding and linking networks to scale up support to FFPOs.

Exchange visits are an opportunity to strengthen the synergies with partner organizations and to leverage funding and to bring together members of different networks. Partners — including We Effect, Pyoe Pyn, SSC-NSA, AMPB, AFA, Tropenbos, Forest Connect and producer organizations — can provide resources, co-organize exchange visits and participate in follow-up actions. For example, an international workshop held in Vietnam in 2015 shared a compendium of successful, locally controlled forestry business models and was supported by Forest Connect and other partners. In Dec 2017 AFA, FAO, FFF, World Rural Forum and Global Agriculture for Food Security Program organized a joint forum in Kathmandu, Nepal attended by 50 government officials and FFPO representatives from the SAARC region on promoting Sustainable Family Farming to Achieve SDGs 1 and 2.

Opportunities for hands-on learning, practical developments and immediate livelihoods improvement.

For example: (i) A Myanmar group took careful notes regarding a charcoal briquette-making enterprise in Nepal and has since initiated its own briquette-making business at home. Such horizontal exchanges can provide hands-on learning opportunities with immediate livelihood benefits. (ii) Women producers from Guatemala, Nicaragua and Honduras met in Siuna, Nicaragua to exchange experience and knowledge. An immediate outcome of the meeting was the exchange-training provided by Miskito women producers from Honduras to Mayangna women in the design and elaboration of 17 new products. These included improved and new styles made with Tuno bark. As a result, Mayangna women now elaborate and sell several products made with Tuno bark in local and national markets.

Working together with South-South cooperation to scale-up support to producers.

The results of exchange visits fit well with new trends towards greater South-South cooperation within FAO member countries and the evolving Development Agenda. South-South cooperation involving non-state actors from FAO has supported many of the regional exchanges, particularly during the last two years. This work has had a concrete impact on producer organizations and provided an opportunity to pilot other innovative exchanges of experiences, such as peer-to-peer FFPOs mentors and women business champions. For example, the regional workshop “South-South Cooperation for rural poverty reduction: Learning from the (FFF and the Knowledge Exchange Platforms (KEPs)” in December Kenya in 2017 in which producers from 4 countries had the opportunity to share their experiences; the SEWA exchange and learning in which Nepali women forest and farm leaders and entrepreneurs travelled to SEWA’s center in Bajurat, India during July and August 2017.

Promoting the inclusion of forestry in broader landscape approaches.

For example, during the Latin-American Encounter of Agroecological Producers held in Bolivia in May 2017, sustainable forest management was included as an important part of the agroecology. Participants selected Guatemala for the next meeting, based on good examples provided by the producers from Guatemala concerning sustainable forest management as part of the agroecological approach.

Linking Exchange visits and regional conferences.

Participants from exchange visits also had the opportunity to participate in regional conferences, which immediately followed the exchange visits. This was a value-adding activity, because it enabled participants in the exchange visits to share their experiences with a wider group of people from other countries and to identify similarities and common challenges. At a practical level travel costs were shared.

Using Global Events to articulated FFPOs voice: the World Forestry Congress and UNFCCC COP 21 held in 2015. Regional FFPO conferences were held in Latin America, Africa and Asia during 2015. These events provided an opportunity for FFPOs and government officials to meet and draw attention to key challenges they were facing, including the importance of secure tenure, ensuring the rights of indigenous peoples (including Free Prior and Informed Consent, or FPIC), providing access to support services and markets, engaging more



effectively with youth and expanding the role of women. During the regional conferences, FFPOs developed inputs to policy guidelines and formulated recommendations that were shared at the World Forestry Congress and UNFCCC COP 21, both of which were held during 2015.

Things that did not always work well

Sometimes the participation of the producers in the planning phase of the exchanges was weak and too time-consuming. This occurred especially with the regional exchanges involving several partners and numerous virtual meetings (skype calls).

The costs involved in exchange visits, especially the regional ones, is high due to the air-travels, especially from one region to the other in Africa. Therefore, exchange visits require a critical cost-benefit analysis and also look into other most cost-efficient ways to achieve the same results.

Exchange visits are a tool to achieve impact. Monitoring the follow-up actions to assure the results from the exchanges is a challenge, due to lack of human and financial resources allocated for that.

There are potential outcomes of the exchanges that are more feasible and 'easy' to achieve such as "raised awareness" and "enhanced skills". However, other group of outcomes such as "fostered producer organizations", "improved business linkages among PO", "formulated policy supporting producers" requires more effort and time in the follow-up. Particular challenging is to collect evidence whether exchange visits could contribute to policy changes and if yes, under which circumstances.

Points to consider for exchange visits useful for the producers and their organizations

Learnings from the exchanges show that exchange visits should be part of a much broader programme of work from the producer organizations aiming to policy change. Exchange visit alone is not sufficient to achieve the policy change objective, but could be a strong part of a well-articulated result chain resulting to a policy change. It is also critical to consider the timing when trying to influence policy change. Exchanges should be planned, so they coincide with the national legislative agendas and global initiatives.

Based on lessons learned from exchanges, key points to consider in implementing useful exchanges in future are: (i) producers should participate actively in the entire process of the exchange (planning, implementation and follow up); (ii) producers are interested in information with an immediate impact in their lives, so exchange visits require themes that are specific and relevant for producer participants; (iii) exchange-visit sites should be carefully selected to demonstrate real-life issues that the participants will discuss; and (iv) the exchange visit should provide opportunities for participants to interact and build trust.

The exchange visits have three phases: preparation, implementation and follow-up. Efforts should be made at every stage of this process. Follow-up is critical to achieve an impact from the exchange visit but can also be challenging due to budget constraints after the exchange. The active participation of the producers and their ownership of the process contribute to achieving a powerful impact.

2. Knowledge generation and communications

Knowledge generation and communications have been a major aspect of FFF's core mission. FFF's communications strategy was developed around the FFF pillars with several key priorities:

1. To amplify the core message concerning the role and impact of producer organizations and multi-sectoral platforms. (related to Pillar 1 and 2)
2. To share learning between partners in FFF countries and between local, regional and global audiences. (related to Pillar 3)
3. To strengthen the local capacity of producer organizations and partners so they can clearly articulate and disseminate their messages and tell their stories.

FFF knowledge generation and communications have developed substantive bodies of new knowledge (led by IIED) and a large package of tools and activities related to the objectives of the communication strategy. Local capacities for communications by partners in the countries and at regional level were empowered through support to activities in collaboration with the Communication for Development Team of FAO and processes at the global level to raise local voices and provide them with channels of dissemination.



In addition, a global component on the promotion of the FFF mission and activities has been included through the FFF website, social media and outreach activities - alongside FFF webpages on the sites of the co-management partners IUCN and IIED.

FFF, via its website, has delivered an enormous amount of relevant, interesting and accessible information concerning the details of FFF work with its partners, including its numerous accomplishments and highlights. This shareable information, constantly updated and delivered via multiple channels, conveys voices from the land; the strength producers can find by working in numbers; the important connections between forest and family farming, food security and nutrition, and the between FFPOs; and how this all contributes to achieving the Sustainable Development Goals (SDGs).

During the five years of FFF Phase I, more than 50 substantial knowledge products were produced, distributed and used including: two brochures, 14 briefings, five books, four toolkits, three FFF Working Papers, two infographics, ten conference proceedings, several flyers and two book chapters.

Detailed below are activities implemented to fulfil the three priorities of the FFF Communication strategy.

2.1 Amplification of the core message about the role and impact of producer organizations and multi-sectoral platforms

Several knowledge generation products and publications conveying messages related to FFF Pillar 1 and 2, concerning the crucial role of the FFPOs, governments and multi-sectoral platforms, were produced and widely shared; particularly, during several major events detailed below. Communications activities were planned well in advance to launch publications at key events, in order to improve outreach. Links with FAO Forestry Department have been strengthened over the years and this resulted in better implementation of the strategy by the conclusion of FFF Phase I.

FFF is a demand-driven and knowledge-based programme. Demand for greater knowledge came from the FFPOs that FFF supports. Knowledge generation was overseen by IIED (in close collaboration with the three other FFF Management Team partners FAO, IUCN and Agricord). Collaborative peer-reviewed research was commissioned spanning multiple countries. Novelty, accuracy, practical utility, and transferability were key concerns. Longer analytical pieces were frequently converted into practical briefs or toolkits through participatory design processes. The intention has been to generate knowledge only when this serves FFPO interests.

Broadly, knowledge products under the three FFF Pillars can be divided into four main knowledge areas, each with its own specific audience: benefits of FFPOs, how to engage government support for FFPOs, how best to install business incubation for FFPOs, and how to expand partnerships in support of FFPOs (see Table 1). Activities related to Pillar 3 will be detailed in the next section (6.2) of this chapter titled: Sharing learning between partners in FFF countries and between local, regional and global audiences.

Table 1. FFF Phase 1 Knowledge generation and Publications by Pillar

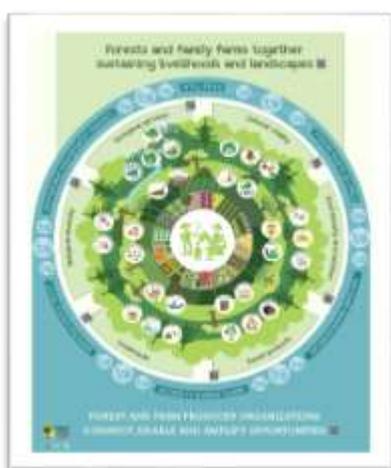
FFF Pillar 1		FFF Pillar 2	FFF Pillar 3
Benefits of organization within FFPOs	Strengthening business capacity	How to engage Governments to support FFPOs	Expanding partnerships behind FFPOs - Share learning
<ul style="list-style-type: none"> • FFF Launch (in 6 countries) • Report: Strength in numbers – FFPO effectiveness 			
<ul style="list-style-type: none"> • Briefing: Myanmar – FFPOs for democracy • Briefing: Gambia - FFPOs to reduce poverty • FFF launch (in 4 countries) • FFF Scoping studies: Liberia, Guatemala, Nepal and Nicaragua 	<ul style="list-style-type: none"> • Briefing – Landscapes for public goods 	<ul style="list-style-type: none"> • FFF Working Paper 1 – Making change happen • FFF Roadmap for strengthening FFPOs 	<ul style="list-style-type: none"> • Proceedings: China 'Strength in numbers' conference summary statement • Proceedings: 3rd Forest Connect workshop and FFF launch, Nepal
<ul style="list-style-type: none"> • FFF Scoping studies: Bolivia, Kenya, The Gambia, Vietnam, Myanmar, Zambia • Briefing: Nicaragua – FFPOs for IP livelihoods • Briefing: FFF - FFPOs for a triple-win 	<ul style="list-style-type: none"> • Book: Prioritizing support for locally controlled forest businesses • Book: Unleashing potential of CF in Myanmar 	<ul style="list-style-type: none"> • FFF Working Paper 2 - Multi-sectoral policy platforms • FFF Book: Talking about forests and family farms 	
<ul style="list-style-type: none"> • Briefing: Family forests and family farms • Infographic: Forests and family farms • Journal article: ETFRN news special edition on effective FFPOs 	<ul style="list-style-type: none"> • Book: Democratizing forest business – compendium of cases • Briefing: Democratic forest business models • Journal article: organisation igniting FFPO business 		<ul style="list-style-type: none"> • Proceedings: World Forest Congress FFPO event • Proceedings: 1st African FFPO conference • Proceedings: 4th Forest Connect workshop Vietnam
<ul style="list-style-type: none"> • Report: Strength in numbers for SDGs Number II • Briefing: FFPOs mitigating climate change • Briefing: FFPO empowerment • Report: FFPOs: Operating Systems for the SDGs • Infographic: The Enabling Actors to Address Climate Change 	<ul style="list-style-type: none"> • Briefing: FFPOs for income / market access • Book: Securing the future 	<ul style="list-style-type: none"> • Book chapter: Enabling investments for FFPOs • Briefing: FFPOs and secure tenure • Briefing: Nepal private sector investment 	<ul style="list-style-type: none"> • Briefing: FFPOs for global change • Proceedings 1st Asian FFPO conference • FFF Factsheets: "Making the difference"
<ul style="list-style-type: none"> • Report: Smallholder producers in changing climate • Briefing: Deriving landscape benefits from FFPOs • Report: Greening Zambian charcoal • Report: Small, but many, is big 	<ul style="list-style-type: none"> • Toolkit: Securing forest business 		<ul style="list-style-type: none"> • Proceedings 5th Forest Connect workshop • Proceedings: 2nd African FFPO conference • Proceedings: 2nd Asian FFPO conference • FFF Brochure: Initiative for climate-resilient landscapes and improved livelihoods (2018-2022)
<ul style="list-style-type: none"> • Report: Economic value of FFPOs • Toolkit: Self-assessment of FFPO organisation • Journal article: innovations towards prosperity by FFPOs 	<ul style="list-style-type: none"> • Book: Forest business incubation • Toolkit: Business incubation for FFPOs • FFF Working Paper 3: Measured development • Toolkit: Path to sustainability 		

2.1.1 Benefits of forest and farm producer organizations (FFPOs)

Strength in numbers

The report: 'Strength in numbers - Effective Forest Producer Organizations'¹ was launched in 2013 at a major international conference called 'Strength in numbers' in Guilin, China and had been commissioned by FAO and Agricord to highlight the benefits of FFPOs. The summary statement² of the conference captures powerful recommendations for producers, service providers, governments and development partners on benefits of FFPOs. Strength in numbers remains critically important and on the FFF website³ is supported by outreach products including an FAO press release,⁴ an FFF webstory, an audio interview with FFF Manager Jeff Campbell and an IIED blog post. Presentations at the 2013 launch are also available on the website.

Forest and family farming



On the occasion of the International Year on Family Forests, an infographic⁵ shows that forests and family farms are part of an integrated productive system for indigenous peoples, local forest communities, and smallholders living in forested landscapes. Together forests and family farms deliver ecosystem services and benefits for livelihoods and well-being. The infographic illustrates the relationship between forests and family farms and highlights the advantages of forest and farm producer getting organized in order to improve the access to market and the income, to amplify their voice in decision making, and to ensure tenure rights, and human well-being. In addition an article called "[Family Forests and trees on farms are part of Family Farming](#)

[systems](#)" written by the FFF Manager published in several media formed a basis for a Secretariat Paper on Forests and Family Farms presented at the Committee on Forestry (COFO) 2014.

The effectiveness of 'Organize to thrive'

As FFF began to roll out country programs in 2013 and 2014, it drew on early findings to produce IIED briefing papers that demonstrate how strengthening FFPOs could:

¹ FAO and Agricord (2012) Strength in numbers - Effective forest producer organizations. FAO, Rome Italy. Available at: <http://www.fao.org/docrep/017/ap452b/ap452b00.pdf> Move all footnotes to endnotes.

² FAO (2013) Summary Statement - Strength in numbers: International Conference on Forest Producer Organizations, Guilin, Guangxi Autonomous Region, China. 25-28 November 2013. FAO, Rome, Italy Available at: <http://www.fao.org/partnerships/forest-farm-facility/39494-0b7c58dc033ba4d8f99d595cd33b1bac7.pdf>

³ FFF webpage Strength in numbers: on <http://www.fao.org/partnerships/forest-farm-facility/87787/en/>

⁴ FAO urges policy-makers to strengthen forest producer organizations: <http://www.fao.org/news/story/en/item/207538/icode/>

⁵ FAO (2014). FFF Infographic: Forest and family farms together sustaining livelihoods and landscapes : <http://www.fao.org/resources/infographics/infographics-details/en/c/235902/>

- contribute to democratization in post-conflict countries such as Myanmar,⁶
- reduce poverty in countries such as The Gambia,⁷
- strengthen livelihoods of indigenous peoples in countries such as Nicaragua⁸
- protect forests and provide funding for investment.⁹

Vital for food security

- In the early stages of FFF programmatic work, questions emerged over the balance between forestry and agriculture in the FFF portfolio. A 2015 paper written by FFF Manager Jeffrey Campbell made the point that forests and trees on farms are integral to family farming systems.¹⁰ Indeed, family forests provide critical farm inputs such as water, organic nutrients and soil fertility, pollination as well as biomass energy for cooking food. Numerous [outreach products](#) posted on an FFF webpage dedicated to Forest and Family Farming for Food Security include:
 - a [video interview](#) with Eva Muller, FAO Director of Forestry;
 - PowerPoint [presentations](#);
 - key quotes and messaging from [a side event](#) at the Committee on Food Security on World Food Day in October 2014 co-organized by FAO and the FFF in partnership with the Indigenous Partnership for Agro-biodiversity and Food Sovereignty, and the Asian Farmers Association for Sustainable Rural Development.

Lessons on how to make FFPOs effective

To broaden understanding of what makes an effective FFPO, a 2015 special issue of ETRN news was commissioned in collaboration with Tropenbos International to document cases of effective FFPOs from around the world. The overview article¹¹ was co-written with the FFF Management Team to highlight ways of engaging with FFPOs. The ETRN news was widely distributed at the 2015 World Forestry Congress in Durban (see section 6.4). In addition,

⁶ Macqueen, D. (2013) Stronger forest and farm producers' groups can help deepen Myanmar democracy. IIED, London, UK Available at: <http://pubs.iied.org/pdfs/17186IIED.pdf>

⁷ Piras, G. (2013) Stronger forest and farm producer groups can reduce poverty in the Gambia. IIED, London, UK. Available at: <http://pubs.iied.org/pdfs/17187IIED.pdf>

⁸ Pias, G., Chavez, L. Lazo, O. and Sylvander, N. (2014) Multi-stakeholder governance strengthens sustainable livelihoods in Bosawás, Nicaragua. IIED, London, UK. Available at: <http://pubs.iied.org/pdfs/17207IIED.pdf>

⁹ Macqueen, D., Campbell, J. and deMarsh, P. (2014) The Forest and Farm Facility: building strength in numbers. IIED briefing paper, London, UK. Available at: <http://pubs.iied.org/pdfs/17210IIED.pdf>

¹⁰ Campbell, J. (2015) Family Forests and trees on farms are part of Family Farming systems. FAO, Rome, Italy. Available at: <http://www.fao.org/partnerships/forest-farm-facility/41886-025b95dfe941f0aa80da79163369a661.pdf>

¹¹ Pasiiecznik, N., Savenije, N., Campbell, J. And Macqueen, D.J. (2015) What makes producer organizations effective? European Tropical Forest Research Network (ETFRN) News 57: 3-20. Available at: <http://www.etfrn.org/publications/effective+forest+and+farm+producer+organizations>

work began on an FFF toolkit that FFPOs could use to conduct regular annual checks on their own organizational functionality¹².

FFPOs as operating systems for the Sustainable Development Goals (SDGs)

On 1 January 2016 the SDGs came into force. The SDGs cannot be met without the full involvement of FFPOs. FFF and Agricorn updated the 'Strength in numbers' concept with a report demonstrating through country cases how FFPOs are essential to the implementation of the SDGs¹³. To broaden understanding of precisely what those contributions might be, FFF also developed in 2016 a series of five briefing papers that explained the critical importance of FFPOs in:

- improving policy and tenure security¹⁴,
- empowering producers¹⁵,
- improving income and access to markets¹⁶,
- mitigating climate change through adaptive resilience¹⁷, and
- speaking out for global change¹⁸.

These complemented a video on the same topic, as well as [an FAO web story](#), an IUCN webstory, an [IISD article](#), a [video interview](#) with Jeffrey Campbell, FFF Manager, and social media related to the event¹⁹ at the European Development Days (EDD) on 16 June 2016, "Forest and Farm Producer Organizations: Operating Systems for the SDGs" to launch the new report.

¹² FAO (2018) Self-assessment tool to improve how Producer Organizations (POs) function - Self-analysis, vision development, and prioritization of needs and actions. FAO, Rome Italy. (Available soon).

¹³ FAO and Agricorn (2016) Strength in numbers - Forest and farm producer organizations - operating systems for the SDGs. FAO, Rome Italy. Available at: <http://pubs.iied.org/pdfs/G04054.pdf>

¹⁴ FFF (2016a) Forest and farm producers working together to improve policy and secure tenure. FAO, Rome Italy. Available at: <http://www.fao.org/3/a-i5405e.pdf>

¹⁵ FFF (2016b) Achieving more together: empowered forest and farm producer organizations. FAO, Rome Italy. Available at: <http://www.fao.org/3/a-i5407e.pdf>

¹⁶ FFF (2016c) Forest and farm producer organizations improve income and access to markets. FAO, Rome, Italy. Available at: <http://www.fao.org/3/a-i5406e.pdf>

¹⁷ FFF (2016d) Organized forest-farm producers mitigate climate change through adaptive resilience. FAO, Rome Italy. Available at: <http://www.fao.org/3/a-i5404e.pdf>

¹⁸ FFF (2016e) Local voices speaking together for global change. FAO, Rome, Italy. Available at: <http://www.fao.org/3/a-i5408e.pdf>

¹⁹ FFF webpage on the event: <http://www.fao.org/partnerships/forest-farm-facility/91934/en/>

Mitigating and providing resilience to climate change



With global attention focused on climate change following the 2016 Paris Agreement, FFF wanted to demonstrate ever more clearly how FFPOs are critical to both climate change mitigation and adaptation. FFF, the FAO’s Forestry Department and regional partners organized a day long side event called “Unfinished agendas for forests and climate change” during the World Forest Week in July 2016 at FAO HQ at the Committee on Forestry (COFO) to highlight the primary role that smallholder farmers and their organizations play in the sustainable management of the world’s forests, particularly within the context of climate change. An outcome statement “[Let’s not forget the forest people and communities](#)” developed by the participants urges national governments, intergovernmental bodies, donors and international organizations to refocus and revise climate change mechanisms to directly and effectively engage local communities, indigenous peoples, smallholders, women, youth, and other vulnerable populations and their forest and farm producer organizations as the enabling actors to address climate change. A video interviews of [Victoria Tauli-Corpuz, UN Special Rapporteur on the Rights of Indigenous Peoples](#) participating in the event is available on the FFF webpage on the event.²⁰ A related [infographic](#) on climate change and forest and family farms helps to illustrate the important link between them. FFF worked with the Finnish Agri-agency for Food and Forest Development (FFD) and SYKE to produce and publish a 2017 report on ‘*Smallholder forest producer organizations in a changing climate*’²¹. IUCN also published a 2017 report demonstrating the vital roles that FFPOs play in FLR²².

²⁰ FFF Webpage on the Climate change event: <http://www.fao.org/partnerships/forest-farm-facility/92008/en/>

²¹ FFF and FFD (2017) Smallholder forest producer organizations in a changing climate. FAO, Rome, Italy. Available at: <http://www.fao.org/3/a-i7404e.pdf>

²² IUCN (2017) Deriving landscape benefits through forest and farm producer organizations. IUCN, Gland, Switzerland. Available at: https://www.iucn.org/sites/dev/files/content/documents/20170314_iucn-forest-brief-no-15_ffpos.pdf

Tackling thorny issues such as sustainable charcoal production

With 2.4 billion people dependent on charcoal for cooking and heat worldwide, the impacts of unsustainable charcoal production on forests have triggered controversy. Yet through collaborative work with charcoal-based FFPOs in Liberia and Zambia pathways to sustainability can be found. An FFF report from Zambian charcoal FFPOs demonstrates how it was possible to green Zambia's charcoal business for improved livelihoods and forest management through strong producer groups²³.

A scope and scale for transformational change in sustainable development

Throughout its work, FFF has confronted views that forest and farm producer do not count as member of the 'private sector'. In response, FFF therefore commissioned an assessment of the collective scope and scale of smallholder forest and farm producers. An initial data scoping exercise entitled '*Small, but many, is big*²⁴' showed how - with 2.4 billion wood energy users and 1.5 billion forest-dependent farmers and NTFP collectors - , the collective scale of such producers could not be ignored. An expert workshop was convened to engage a broader partnership of forest research institutions in filling in the gaps in data. For that meeting, FFF has also commissioned a background paper to quantify the aggregate gross value of forest and farm smallholder production²⁵.

Benefits beyond income

There is little general awareness of the many ways in which FFPOs contribute to non-financial prosperity (e.g. contributions to resource stewardship, material well-being, social networks, security, fulfilment of human potential and a sense of purpose). FFF therefore commissioned comparative research of 50 FFPO business case studies that looked for innovations towards prosperity in each of these six areas - and have submitted to the World Development Journal as an invited paper²⁶ to contribute to international discourse.

2.1.2 Strengthening business capacity of FFPOs

Multifunctional mosaics not monotonous monocultures

Soon after the 2012 launch of FFF, in-country training of FFPOs in Market Analysis and Development (MA&D)²⁷ and exchange visits between FFPO businesses began to be rolled out across the initial six partner countries. An immediate question was whether there were

²³ Ziba, V. and Grouwels, S. (2017) Greening Zambia's charcoal business for improved livelihoods and forest management through strong producer groups. FAO. Rome, Italy. Available at: <http://www.fao.org/3/a-i7238e.pdf>

²⁴ Mayers, J., Buckley, L. and Macqueen, D.J. (2016) Small, but many, is big – Challenges in assessing the collective scale of locally controlled forest-linked production and investment. International Institute for Environment and Development, London, UK. Available at: <http://pubs.iied.org/pdfs/16615IIED.pdf>

²⁵ Verdonne, M. (2017) The Economic Value of Smallholder Farm and Forest Production. BBC research and Consulting, Vermont, USA. (Available soon)

²⁶ Macqueen, D.J., Bolin, A., Greijmans, M., Grouwels, S. and Humphries, S. (In press) Innovations towards prosperity emerging in locally controlled forestry business models and prospects for scaling up. Submitted to World Development Journal. (available soon)

²⁷ Market Analysis and Development (MA&D) participatory training, FAO website: <http://www.fao.org/forestry/enterprises/25492/en/>

particular forest and farm sub-sectors that should be targeted to optimize public goods for people and planet. Comparative research in eight countries concluded that no single sub-sector could deliver against all criteria. The findings were debated at the 3rd international Forest Connect [meeting](#) in Nepal - co-hosted by FFF.²⁸ The conclusion was that a multi-functional mosaic of smallholder forest farms with multiple income streams is a much better bet for delivering public goods - as set out in a 2013 FFF briefing.²⁹ Recommendations on how best to support businesses within such multifunctional mosaics were the main conclusions of a [2014 FFF book](#) entitled 'Prioritizing support for locally controlled forest enterprises'.³⁰

Specific approaches in specific contexts

As in-country work to support FFPOs business took root, it was necessary in some contexts to explain further what the benefits of this might be, and how it could be supported in practice. For example, in Myanmar an [FFF-supported book](#) was published on 'Unleashing the potential of community forestry businesses in Myanmar'³¹.

Transferable lessons on successful FFPO business models

More generally, FFPOs were expressing the need to learn from successful models of democratic forest business worldwide. A book/compendium of successful business models was therefore commissioned, drawing together 19 detailed cases of the organizational structures that underpinned success worldwide. Draft findings were presented at the [4th Forest Connect meeting in Vietnam](#) co-hosted by FFF. A book was then published to the title 'Democratizing forest business'³² with an associated briefing.³³ These were widely distributed and presented at a special event in the 2015 World Forestry Congress in Durban. A paper was also accepted for publication within the World Forestry Congress on this topic.³⁴

²⁸ Macqueen, D.J. and Rolington, L. (Editors) (2013) Prioritizing scarce resources for facilitated support of small forest and on-farm tree enterprises – proceedings of the third international Forest Connect workshop at the Everest Hotel, Kathmandu, Nepal 12-15 February 2013. IIED, Edinburgh, UK. Available at: <http://pubs.iied.org/pdfs/G03614.pdf>

²⁹ Macqueen, D.J. (2013) Landscapes for public goods: multifunctional mosaics are fairer by far. IIED Briefing, IIED, London, UK. Available at: <http://pubs.iied.org/pdfs/17164IIED.pdf>

³⁰ Macqueen, D. (ed.), Andaya, E., Begaa, S., Bringa, M., Greijmans, M., Hill, T., Humphries, S., Kabore, B., Ledecq, T., Lissendja, T., Maindo, A., Maling, A., McGrath, D., Milledge, S., Pinto, F., Quang Tan, N., Tangem, E., Schons, S. and Subedi, B. (2014) Prioritizing support for locally controlled forest enterprises. IIED, London. Available at: <http://pubs.iied.org/pdfs/13572IIED.pdf>

³¹ Kyaw Tint, Springate-Baginski, O., Macqueen, D.J., and Mehm Ko Ko Gyi (2014) Unleashing the potential of community forest enterprises in Myanmar. Ecosystem Conservation and Community Development Initiative (ECCDI), University of East Anglia (UEA) and International Institute for Environment and Development (IIED), London, UK. Available at: <http://pubs.iied.org/pdfs/13571IIED.pdf>

³² Macqueen, D.J., Bolin, A. and Greijmans, M. (Eds.) (2015) Democratizing forest business – a compendium of successful locally controlled forest business models. International Institute for Environment and Development, London, UK. Available at: <http://pubs.iied.org/pdfs/13581IIED.pdf>

³³ Macqueen, D.J., Bolin, A. and Warren, G. (2015) Democratic forest business models: a harder but more rewarding path. IIED Briefing September 2015. International Institute for Environment and Development, London, UK. Available at: <http://pubs.iied.org/pdfs/17308IIED.pdf>

³⁴ Macqueen, D.J., Bolin, A., Greijmans M., and Grouwels S. (2015) Organization – how it ignites successful, locally controlled forestry business. Paper presented at the 2015 World Forestry Congress in Durban from 7-11 September 2015. IIED, London, UK. Available at: <http://pubs.iied.org/pdfs/G03969.pdf>

De-risking FFPO business models

At the two events described above, representatives of FFPOs noted that beyond models for success, it was also necessary to have more advice on coping with challenges and the risk of failure. To address this, FFF and Forest Connect developed from the literature a framework for risk self-assessment. This framework was then tested in eight country pilot projects during 2015. The results of those risk self-assessments were compiled and presented with the framework in a book entitled 'Securing the future'.³⁵ A participatory write-shop amongst those who had tested the framework was then used to develop a risk self-assessment toolkit called 'Securing forest business for FFPOs'.³⁶ This focused on identifying and developing proactive plans to address six broad areas of risk frequently faced by FFPOs: resource access, revenue flows, business relationships, security of operating environment, staff capacities, and brand visibility and reputation. The risk self-assessment approach was presented at a special FFF Forest Connect event in the World Conservation Congress in Hawaii in 2016. The toolkit was translated into Spanish, tested in 10 countries linked to FFF, and the results discussed for revision of the toolkit at the 5th Forest Connect meeting held in Ecuador in 2017.³⁷

What FFPO-led business incubation in forest landscapes should look like

As efforts by FFF to develop FFPO business start-ups through MA&D trainings, and to improve their performance through risk self-assessment continued, it was clear that more thought was needed on how to provide ongoing support for such businesses. Developments in Guatemala that had been captured in testing the risk self-assessment toolkit showed how second-tier FFPOs, such as Fedecovera, were providing much-needed ongoing business incubation services to their member FFPOs. But these efforts had not, to date, drawn on the wider literature and practice of business incubation. To remedy this, FFF participated in meetings such as the 2017 Forest and Landscape Investment Forum (FLIF) in Rwanda to meet business incubators. It then commissioned comparative research on business incubator case studies serving FFPOs across the work. The aim was to produce a book which distilled the main features of successful business incubators that could be installed within second tier FFPOs to improve their capacity to incubate member's businesses. The book will be published in early 2018.³⁸ A further participatory write-shop was undertaken in The Gambia in late 2017 to compile a toolkit of useful guidance for FFPOs.³⁹

³⁵ Bolin, A. and Macqueen, D. (eds.) (2016) Securing the future: Managing risk and building resilience within locally controlled forest businesses. International Institute for Environment and Development, London, UK. Available at: <http://pubs.iied.org/pdfs/13587IIED.pdf>

³⁶ Bolin, A., Macqueen, D., Greijmans, M., Humphries, S., and Ochaeta, J.J. (2016) Securing forest business. A risk-management toolkit for locally controlled forest businesses. International Institute for Environment and Development, London, UK. Available at: <http://pubs.iied.org/pdfs/13583IIED.pdf>

³⁷ Bolin, A., Harty, E. and Macqueen, D.J. (2017) Risk management for locally controlled forest business - securing the future: Proceedings of the fifth international Forest Connect workshop. IIED, London, UK. Available at: <http://pubs.iied.org/pdfs/G04147.pdf>

³⁸ Macqueen, D.J. and Bolin, A. (Eds) (2018) Forest business incubation - analysis of best practice for FFPOs. IIED, London, UK. (Available soon)

³⁹ Bolin, A., Camara, K., Greijmans, M., Grouwels, S., Macqueen, D.J. and Ndethiu, L. (2018) ForBinc - a toolkit for forest business incubation by FFPOs. IIED, London, UK. (available soon)

Distinguishing the beneficial impacts of FFPO business models in the market

Among the challenges for FFPO businesses is market access, which is often impeded by quality compliance issues. Certification and labelling is one way to help FFPOs circumvent such barriers, but conventional labels often carry prohibitive audit costs. FFF therefore worked with the Forest Connect alliance to develop an FFF Working Paper 3 to explore how better to measure and certify the beneficial impacts of FFPO businesses.⁴⁰ This was complemented by commissioning a ‘Guide to guides’ of the path to sustainable products linking the producers of sustainable products to responsible consumers.⁴¹

2.1.3 How to engage government support for FFPOs

Making change happen

As FFF launched in-country programs in 2013, a key ambition was to engage national governments in supporting FFPOs. A second central pillar of FFF work was to catalyze multi-sectoral policy platforms to engage and improve conditions for FFPOs and their businesses. As a starting point, an FFF Working Paper 1 entitled ‘Making change happen’ was prepared for the China conference ‘Strength in numbers’. Led by the Chair of the International Family Forest Alliance (IFFA), alongside FFF partners, this paper sets out what governments can do to strengthen FFPOs.⁴²

A roadmap for strengthening FFPOs

Drawing on discussions about ways forward during the China ‘Strength in numbers’ conference, a shared agenda or ‘Roadmap for strengthening forest and farm producer organizations’⁴³ was produced with six recommendations: (i) share the news, (ii) assist forest and farm producer organizations to become stronger, (iii) create an enabling environment, (iv) clear a path for increased finance, (v) connect forest smallholders to markets and services, and (vi) build a global coalition.

Fostering multi-sectoral integration

It was envisaged that this roadmap would be implemented in FFF partner countries through multi-sectoral policy platforms with which FFPOs could engage. The question then followed: how to structure and manage these? Drawing on international literature, and in-country FFF

⁴⁰ Macqueen, D.J., Bolin, A., Humphries, S., Campbell, J. and Zapata, J. (2018) Measured development. Options to distinguish and measure the impacts of business models of forest and farm producers. FFF Working Paper 3, FAO, Rome, Italy. (Available soon)

⁴¹ FFF (2018) The path to sustainable products: Linking sustainable products producers to and responsible consumers. FAO, Rome, Italy.

⁴² deMarsh, P., Boscolo, M., Savenije, H., Campbell, J., Zapata, J., Grouwels, S. and Macqueen, D. (2014) Making change happen – how governments can strengthen forest producer organizations. Forest and Farm Facility Working Paper, FAO, Rome, Italy. Available at: <http://www.fao.org/3/a-h0038e.pdf>

⁴³ FFF (2014) Roadmap for strengthening forest and farm producer organizations. FAO, Rome, Italy. Available at: <http://www.fao.org/3/a-i3886e.pdf>

experience, a second FFF Working Paper 2 was produced to guide the facilitation of such multi-sectoral platforms.⁴⁴

The centrality of the producer

Continuing work to embed the importance of government support for FFPOs continued in 2014 at World Forestry Week in FAO. A discussion session with key government forestry officials called 'Family Forestry is Family Farming' was transcribed, published and distributed



as a small booklet 'Talking about forests and family farms'⁴⁵ In several countries, efforts were made to target government officials through briefings (as noted above) and one good example of this was in Nepal, where a briefing was written on how to increase private sector investment into forestry by better engaging FFPOs. This briefing⁴⁶ was the final in a series of FFF country briefings.

Strategies for enabling investment

To ensure that FFF findings fed into wider discourses on government forest investment, FFF developed a 2016 book chapter⁴⁷ within 'Forests Business and Sustainability' which described the necessary enabling investments that were needed to unleash the potential of FFPO businesses. These included: secure commercial forest and farm tenure; technical extension support; business development services; and the facilitation of organization for FFPOs.

2.2 Sharing learning between partners and advancing partnerships.

2.2.1 Sharing through the FFF website

An active website has been updated regularly with experiences from country activities and international activities. Special sections were developed, including:

⁴⁴ Macqueen, D.J., Zapata, J., Campbell, J.Y., Baral, S., Camara, K., Chavez, L., Grouwels, S., Kafeero, F., Kamara, E., Rametsteiner, E. and Rodas, O. (2014) Multi-sectoral platforms for planning and implementation. Forest Farm Facility Working Paper No. 2. FAO, Rome, Italy. Available at: <http://pubs.iied.org/pdfs/G03880.pdf>

⁴⁵ FAO (2014) Talking about forests and family farms - growing relationships on fertile ground. FAO, Rome, Italy. Available at: <http://www.fao.org/3/a-i4231e.pdf>

⁴⁶ Baral, S., Khanal, R., Malla, Y., Bolin, A., Buffle, P., Pathak, B., and Poudel, J. (2016) Increasing private sector involvement and investment in forestry in Nepal. IIED, London, UK. Available at: <http://pubs.iied.org/pdfs/17358IIED.pdf>

⁴⁷ Macqueen, D.J. and deMarsh, P. (2016) Enabling investment for locally controlled forestry. Chapter 7 pp 109-131 in Forests, Business and Sustainability; edited by Rajat Panwar, Robert Kozak and Eric Hansen. Available at: <https://www.amazon.co.uk/Forests-Business-Sustainability-Earthscan-Library/dp/1138779296>

- a news page⁴⁸ with around 50 news items posted every year as well as links to press releases, media articles, publications, blogs, and events;
- A “Voices from the land” section composed of several sub-pages related to the international events organized by FFF, giving the voice to indigenous peoples and producer organizations;
- an “Infographic” section with several pages explaining the themes illustrated within infographics;
- “Regional Lessons and Global programmes; Lessons” with detailed output from regional conferences.

FORIS, a data base which is linked to the FFF website, was developed to store and share results of activities supported by FFF in its 10 partner countries. FORIS contains an interface for the Letters of Agreement and the M&L information. As well, information related to each country page was updated with highlights, monthly reports and photos as well as achievements uploaded from the reports.

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

The products used by FFF to reach partners, donors, communities and governments posted on the website include:

- blogs
- conference reports
- editorials and opinion pieces published externally
- fact sheets
- infographics
- photo albums
- power-point presentations
- press releases
- publications
- social media messaging (primarily, through Twitter)
- video and print interviews
- webstories

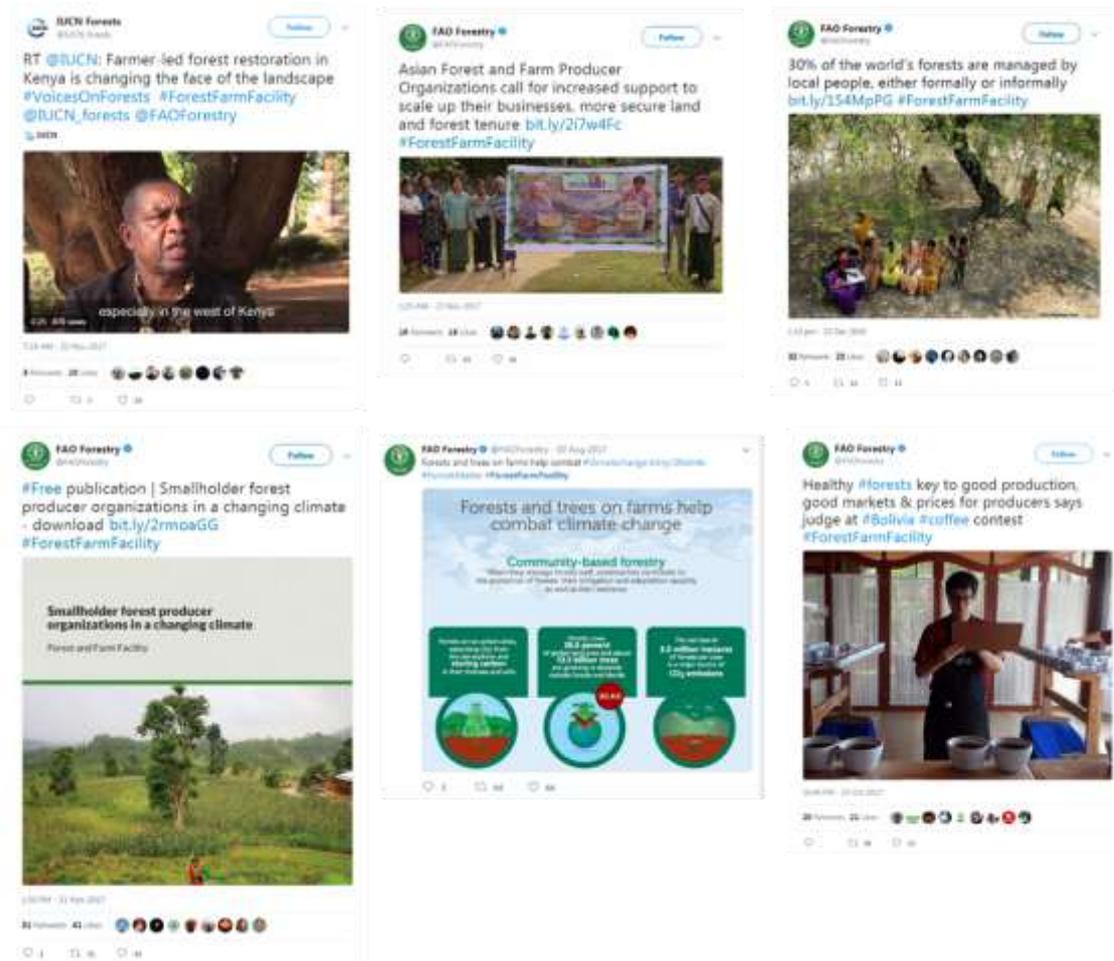
Interest in the FFF website has been strong. Analytics of visits to the site show more than 78,000 page views were made between 01 November 2012 and 31 December 2017. Almost half of those were returning visitors, suggesting that the FFF website is providing useful and interesting information that pulls readers back for more. Those returning visitors also spent more time on the site, reading an average of three pages each, and spending about four minutes on the site (which suggests material was being downloaded and/or printed). Just over half read the English language site and although traffic was drawn from 200 countries around the world, Italy (where FFF is based) contributed about 25 percent and the US, the UK, Kenya, India and Viet Nam combined sent another 20 percent.

⁴⁸ FFF News webpage: <http://www.fao.org/partnerships/forest-farm-facility/news/en/>

2.2.2 Social media

In 2016, FFF began sharing activities and key messages through regular tweets posted on the FAO Forestry Twitter account ([@FAOForestry](https://twitter.com/FAOForestry)) using the hashtag [#ForestFarmFacility](https://twitter.com/ForestFarmFacility). Tweets were rich with pictures, quotes, videos, publications, and key messages covering all FFF major events, publications launches and results from activities. The [@FAOForestry](https://twitter.com/FAOForestry) Twitter account tweeted about [#ForestFarmFacility](https://twitter.com/ForestFarmFacility) over 144 times, generating numerous retweets. Partners (such as IUCN, IIED, other FAO teams, plus regional partners, AFA and others) have also been using the [#ForestFarmFacility](https://twitter.com/ForestFarmFacility) hashtag with increasing regularity, improving the overall visibility of FFF on social media.

Examples of top FFF tweets



2.2.3 Advancing partnerships at the World Forestry Congress

Following the success of the China ‘Strength in numbers’ conference it was decided that FFF would host an event just ahead of the 2015 World Forest Congress (WFC), by drawing together FFPOs from across the world. FFF supported a series of events worldwide designed



to help local stakeholders generate messages to be fed into this pre-World Forestry Congress event and, ultimately, the Congress itself. The aim was to infuse the outcomes of such global events with an adequate knowledge of the perspectives of forest and farm producers themselves. The pre-Congress event was well attended and the outcome presented during the WFC (see image) which was captured in proceedings⁴⁹ and a strong declaration⁵⁰ published on behalf of

participants that informed the final Congress outcome document.

A webpage on the FFF website presented the rich outcomes of the pre-Congress event and the WFC⁵¹ which include the following:

- An IIED press release⁵² on the launch of two publications (ETFRN News 57 and the IIED book, *Democratising Forest Business: A Compendium of Successful Locally Controlled Forest Business Organizations*); both publications were also well covered in ETFRN News articles, FAO tweets, and FFF web announcements.
- A FAO Regional press release on the declaration⁵³.
- Video interviews with four leaders of forest and farm producer organizations, posted on the FFF website.
- News from the FFF pavilion, which provided a lively meeting point and information center where publications were shared, photos were exhibited, and flyers by partners were distributed.

⁴⁹ FAO (2015a) Proceedings of the pre-congress event ‘Building momentum for community based forestry, forest and farm producer organizations. FAO, Rome, Italy. Available at: <http://www.fao.org/partnerships/forest-farm-facility/44141-06e8889680526a4d7fccabfe8c9221671.pdf>

⁵⁰ FFF (2015) We know the forest, and the forest knows us. It’s time to listen to Indigenous Peoples, local communities and family smallholders. Declaration of the pre-congress event ‘Building momentum for community based forestry, forest and farm producer organizations. FAO, Rome, Italy. Available at: <http://www.fao.org/partnerships/forest-farm-facility/43819-0a9c376f746533f3faa42a6e1c9e10f8d.pdf>

⁵¹ FFF webpage on the Congress: <http://www.fao.org/partnerships/forest-farm-facility/90508/en/>

⁵² IIED Press Release: <https://www.iied.org/local-control-forestry-could-significantly-slow-man-made-forest-loss>

⁵³ FAO Regional Office for Africa Press Release: Forests and farm producer organizations rally support for greater investment in forest peoples, available at: <http://www.fao.org/africa/news/detail-news/en/c/327465/>

- Two researchers associated with the FFF prepared a paper on youth “Rejuvenating future landscapes” for the WFC, in which they compared various forms of youth involvement in forest and farm producer organizations in The Gambia, Liberia, Nepal, Nicaragua and Viet Nam.
- Communications firm Burness provided support in preparing a press package on the FFF and in organizing interviews around the Congress. Burness and the FFF worked together to:
 - develop a press statement for the World Forestry Congress;
 - arrange interviews with key experts/spokespeople from the FFF, FAO, IIED, FF-SPAK and FUN. Interviews were conducted via phone, email and in person with the following media: SABC Channel Africa (South Africa), Le Monde (France), Responding to Climate Change (UK), Radio France Internationale, Mongabay.com (USA), ClimateWire (USA), Agencia EFE (Spain), Bloomberg (USA) and SAFM (South Africa);
 - develop an opinion piece released on Thomson Reuters (UK).⁵⁴

The growing partnerships with regional partners complemented other formal partnerships between FFF Management Team members (FAO, IIED, IUCN and Agricorn) and with We-Effect for which a partnership agreement was signed in 2015.

2.2.4 Advancing partnerships through regional knowledge exchanges

- Building on this momentum, in 2015 the **first conference of African FFPOs**⁵⁵ ‘Forestry for improved livelihoods’ was supported in **Kenya**⁵⁶ - with a strong declaration by participants in support of FFPOs.
- An **exchange of FFPOs in Mexico** discussed ‘Territorial management, forest governance and market links for communities and smallholders’.
- In late 2016, a further **regional knowledge exchange** of Asian Forest and Farm Producer Organization was held in **Thailand**. This developed an Asian strategy for FFPOs to take forward a joint agenda.⁵⁷
- In 2017, a **second Latin American knowledge exchange took place in Bolivia** at the VII Latin American and Caribbean meeting of ecological and organic agriculture was titled ‘Agroecology and sustainable management of forest to build food sovereignty’.

⁵⁴Why small-scale forest businesses - not big ones - are right for Africa, By Jeffrey Campbell, Thomson Reuters Foundation—Opinion (2015), available at: <http://news.trust.org/item/20150904181057-lgmai/?source=leadCarousel>

⁵⁵ FFF webpage on the Kenya Conference: <http://www.fao.org/partnerships/forest-farm-facility/93553/en/>

⁵⁶ FAO (2015b) Proceedings of the First African Forest and Farm Producer Organizations Conference. FAO, Rome, Italy. Available at: <http://www.fao.org/partnerships/forest-farm-facility/43945-0af08a432531c000e2632480b72018990.pdf>

⁵⁷ IFFA, AFA and FFF (2016) Strategy from the Knowledge Exchange Forum on Promoting Rights and Livelihoods through Forest and Farm Producer Organizations. Available at: https://www.iucn.org/sites/dev/files/content/documents/2016/strategy_document_from_fff_exchange_in_bangkok_thailand_2016.pdf

- Also in 2017, a **second African FFPO conference in Tanzania** ‘Strengthening Forest and Farm Producer Organizations in a changing climate’ looked in more detail at how FFPOs could contribute to climate action - with a strong declaration to that effect.⁵⁸
- In late 2017, a **second Asian FFPO conference** on ‘From users to producers: Scaling up FFPOs business to implement Sustainable Development Goals (SDGs) in climate resilient landscapes’ was supported in **Myanmar**⁵⁹ - again with a strong outcome statement.⁶⁰

For each of these conferences and knowledge exchanges innumerable presentations from FFF participants and invited experts helped to improve regional and global knowledge and partnerships in support of FFPOs. It is, of course, impossible to capture in abbreviated form the full extent of such knowledge exchanges. However regional webpages were published on the FFF website⁶¹, with presentations, photo galleries, interviews, proceedings, press releases, webstories and media articles around the events. For each of these regional conferences a communication strategy was developed between FFF partners and event organizers which led to successful outreach.

2.3 Strengthen the local capacity of producer organizations and partners on communications strategies

Communication is a key for empowerment and self-reliance of forest and farm producers as well as to enhance their organizations. Communication for development (ComDev) is an approach that allows communities, producer organizations and rural institutions to plan and manage participatory communication strategies and the use of media to improve access to knowledge and information and to ensure dialogue and community engagement in development initiatives. An active collaboration was initiated in 2015 with the FAO Communication for Development Team that resulted in the formulation of ComDev strategy to support FFF activities in countries like The Gambia, Guatemala, Nicaragua, Liberia, Nepal, Vietnam and Zambia.

The ComDev activities running in the different countries were implemented through LoAs with local partners. Multimedia materials were produced to document exchange visits or FFF results. National media were also involved to cover important national events supported by FFF, and several FAO national press releases were published and are available through the FFF website. See the country pages on the FFF website for more details.⁶² Participatory communication approaches were also used to capture and share relevant experiences of farmers/forest

⁵⁸ FFF (2017a) Declaration - Strengthening Forest and Farm Producer Organizations in a changing climate. FAO, Rome, Italy. Available at: <http://www.fao.org/partnerships/forest-farm-facility/46126-0c2d4490fe0fee31236edba19b8448bd.pdf>

⁵⁹ FFF webpage on the Myanmar Conference ;<http://www.fao.org/partnerships/forest-farm-facility/93902/en/>

⁶⁰ FFF (2017b) From users to producers: Scaling up FFPOs business to implement Sustainable Development Goals (SDGs) in climate resilient landscapes. Report from the regional conference on Forest and Farm Producer Organizations. FAO, Rome Italy. Available at: <http://www.fao.org/partnerships/forest-farm-facility/46609-0c8e1c20b1e5e31a50262c2d838b139c.pdf>

⁶¹ FFF webpage, Regional Lessons of Phase I: <http://www.fao.org/partnerships/forest-farm-facility/93525/en/>

⁶² FFF country pages: <http://www.fao.org/partnerships/forest-farm-facility/country-support/en/>

producer organizations across countries, through audio or video materials, as in the case of the African Farm/Family Forestry Producer Organizations Conference (Nairobi 9-11 June 2015) when radio programmes were produced in English and Swahili and shared with local & community broadcasters of Kenya and East Africa.

In Kenya a national ComDev specialist was hired to support the Farm Forestry Smallholder Producers Association (FF-SPAK) in developing a communication assessment and strategy in order to strengthen internal networks, improve outreach and increase grassroots membership.

Furthermore, in 2016, representatives of FFF-supported producer organizations were involved in FAO regional trainings on ComDev planning for family farming (e.g. in Panama and Bangkok) while national workshops focusing on interactive radio was conducted in Guatemala.

Besides, the collaboration between the FFF and the FAO ComDev team was intensified in 2017 and allowed the implementation of strategies to engage and enhance the capacities of forest and farm producer organizations as well as of indigenous communities on issues such as responsible governance of land and community forest management in Guatemala, and in relation to integrated management of forests and land in Bolivia.

Furthermore a full-fledged ComDev strategy was prepared and implemented by the Vietnam National Farmer Union and is in the process to be institutionalized.

A regional ComDev training implemented in 2017 in Kathmandu Nepal, allowed to establish closer linkages among FFPOs, civil society organizations (SEWA and AFA) and community media networks (AMARC) to foster partnership and south-south collaboration in this field.

2.4 Knowledge priorities for the future

Advancing gender equity in FFPO businesses

Following the development of the FFF gender strategy, work has been commissioned to advance women's entrepreneurial champions networks to assist in addressing the challenges of advancing gender equity in the businesses of FFPOs. In Phase II FFF plans to further develop its gender strategy in this area and provide practical guidance for women entrepreneurs to empower them in their pursuit for better livelihoods.

Best practice in FFPO social service delivery

It has long been recognized that FFPOs often step in to provide essential support for social services in remote areas, helping to finance or invest labor and time into education, health care, rural infrastructure, and access to finance through revolving loan funds. In Phase II, FFF plans to research and track service delivery, and develop a toolkit to help FFPOs consider how best to organize such service provision to the benefit of their members.

Optimizing FFPO contributions to forest restoration

Forest landscape restoration (FLR) is a central element of climate action and poverty reduction. But there is a lack of clarity not only about how we will know success when we see it, but also how FLR can be developed so that the outcomes are not solely focused on the forest restored, but on the forest dependent people involved. FFF plans to commission further analytical work in collaboration with its wide range of partners to develop guidance for FFPOs in this area.

3. Gender impacts and progress



The Forest and Farm Facility is a gender-mainstreamed programme committed to gender equality and equity as key objectives. A set of tools, activities and events were used to feed into strengthening women's organizations and promoting effective participation of women in FFPOs. During the first three years of implementation, FFF benefitted from a close collaboration with the CoOpequity programme team in the Economic and Social Development Department. This team brought with them several training programmes on organizational development and strengthening of gender equality that were implemented in a number of

countries on a pilot basis. A mid-term evaluation complemented FFF on its work on gender equality but emphasized the importance of increasing even more the focus, particularly on women's enterprises. FFF then developed a detailed gender strategy which identified entry points on the following three levels: At the level of FFF management, at FFF implementation level and focused on the special role of producer organizations. In the following, concrete results and outputs of the FFF at all three levels are presented.

At the level of the **FFF Management**, one element with regards to gender equality was to continuously ensure a well-balanced Steering Committee with equal representation of both male and female members. Presently, the Steering Committee consists of 10 members of which 6 are women. The current Chair is Noemi Perez. Two events led to an increase in the FFF's staff capacities on gender equality: During the annual team retreat in January 2017, a gender training was conducted for all ten national facilitators as well as for the management staff. The focus was on creating gender awareness generally and on identifying barriers for women in producer organizations in particular. A second gender training was organized internally by the forestry department in FAO, enhancing FFF team members' knowledge and competencies on implementing gender throughout the forestry project cycle. The Monitoring and Learning framework incorporated sex-disaggregated indicators for a number of outputs, for example Outcome 1 with indicators on women's representation in policy dialogues and the ratio of female leadership within producer groups. Several products were published highlighting gender equality in the programme: The FFF Gender Strategy was developed in early 2017, highlighting specific challenges for women in rural areas and particularly in producer organizations and presenting the programmes focus and work plan. The strategy is based on results from a gender assessment conducted in late 2016 among

several partner organizations in all ten partner countries. A comprehensive assessment report is compiled and will be finalized early 2018. The risk dimension of existing and potential future gender imbalance and discrimination of women within partner organizations and partnering institutions was highlighted and discussed in the FFF's risk assessment.

Within **FFF's implementation**, gender equality played a central role with several activities and events being of special significance. Participation by women was encouraged and facilitated at all capacity development activities. A series of trainings specifically targeted women and female farmers, for example

- leadership trainings for women producers (in Vietnam, Kenya, Nepal Guatemala and Nicaragua);
- business trainings for producer organizations using the Market Analysis and Development framework (with at least 50 percent female participation in Bolivia, The Gambia, Guatemala, Kenya, Liberia, Myanmar, Nepal, Nicaragua, Vietnam and Zambia);
- and training in "Strengthening governance and gender equality in producer organizations" based on the CoOPequity tool (in Myanmar and The Gambia).

Furthermore, a variety of national and international exchange visits were organized, some of them focusing on women's producer groups or on gender issues. These events facilitated the exchange of experiences and knowledge between organizations in-country or in neighbouring countries, to learn from each other's production and technical skills (in Guatemala, Nicaragua, Bolivia, Nepal, The Gambia). A highlight was the exchange visit of women's organizations from Nepal to India, where female producers engaged in peer-to-peer learning and exchange.

Business mentoring for women: In Kenya, FFF supported FF-SPAK to identify 21 leaders of women's entrepreneurs for business training. One of the participants was tree farmer Mercy Mutai (28) who had access to a portion of her father's land for planting trees. After receiving the training through GROOTS in self-awareness, advocacy, leadership, entrepreneurship, business diversification and negotiation skills and participating in a peer-to-peer learning exchange, she has now negotiated with her farmers to start an integrated group fruit tree business. Winrose Mwangi, one of the Women's business mentors of GROOTS Kenya said: *I was very glad to have been nominated to offer mentorship to the women in FF-SPAK. The pilot program demonstrated a lot of potential in the women mentees and I hope to walk with them to realize their individual action plans that we supported them to develop and additionally support them to assert their contribution in the forest farm groups and in their communities*

The FFF initiated valuable partnerships with organizations that build gender expertise such as REFACOF, the African Women's Network for Community management of Forests. REFACOF supported FFF's country work in The Gambia and Liberia with mapping of women's organizations in forest landscapes and enhancing their capacity. The Network also opened a

new national chapter in The Gambia. Through the partnership with REFACOF, 114 women's producer organizations were reached with 48 in Cameroon, 45 in The Gambia and 21 in Liberia. Other partnerships include Action Aid Liberia and SEWA India to support FFF's programme in Liberia and Nepal respectively.

Valuable partnerships: Nepal is a rare case as it is the only known example of a National Federation that has imposed a 50/50 quota on women's representation of community forest user groups' leaders. Their 50/50 policy has been in place since the start of the FECOFUN in 1995. Now, over 20 years later, we can see the positive implications that quota has had on gender equality and women's empowerment. Although they have not yet reached their 50/50 goal, they have about 33 percent women in leadership roles of more than 18 000 Community Forestry User Groups. In 2017, to further advance gender equality within its structure, FECOFUN developed a draft "Gender Strategy", sending a message not only to its members but also its partners that this is high on their priority agenda. As a partner, FFF strongly supports the gender-agenda of FECOFUN and has supported several activities to strengthen the role of women in leadership positions and to share experiences and lessons in boosting the capacities of female-managed FFPO enterprises. For example, a two-day national workshop in August 2017, *"Strengthening the Role of Women in Forest and Farm Producer Organizations"*, was organized by FFF Nepal for partner FFPOs, governments and civil society. The workshop brought together FFPOs, women's entrepreneurship networks and social businesses focusing on strengthening and incorporating women entrepreneurs in their value chains. It was also an opportunity to hear from FFF partners about their experiences in piloting peer to peer learning with local "women champions" and reflections on gender equality within their own organizations. The session Sharing of Capacity Building Activities highlighted experiences drawn from an earlier visit to India's Self Employed Women Association (SEWA) by representatives from 33 women from Nepali apex FFPOs amongst them leading women entrepreneurs.

Special focus of the programme lies on strengthening gender equality within **Forest and Farm Producer Organizations**. The level of gender balance and gender equality within these organizations vary greatly within and among the partner countries. The percentage of female members within mixed partner organizations ranges from 21 percent to 79 percent. Other FFPOs receiving support were women-only organizations. Whenever applicable, priority was given to these, e.g. for small grants, participation in exchange visits or capacity building events. A core part of FFF's approach for Pillar 1 is the direct provision of small grants to FFPOs. An overview of all FFF small grants (see annex 4) illustrates that many small grants were focusing on strengthening women's capacities in forest and farm enterprises. One of these examples is the Women's Leadership & Conservation Network (NWLCN) in Myanmar.

Creating a strong women’s network: Through support from FFF and the Government of Myanmar, the Myanmar Women’s Leadership & Conservation Network (MWLCN) was established in January 2017, as a national level policy platform to develop women’s leadership and promote regular dialogue between women working in community forestry, environmental conservation and natural resource management. To date, **three meetings have been held** in January, June and October 2017 at the Myanmar Environmental Rehabilitation & Conservation Network (MERN) headquarters. In total, 61 women participated representing Organizations such as Namati, MERN members, KMSS (Caritas), Women Organizing for Change in Agriculture & Natural Resource Management (WOCAN), and Center for People and Community Forests (RECOFTC). Participants shared their experiences, introduced their respective organizations, and brainstormed how to address gender issues effectively as a network. A field scoping study regarding the feasibility of the production and sale of different forest products was conducted and a Strategic Plan for MWLCN drafted. During a first **training** in August 2017, the 19 participating women were sensitized on the UN Convention on the Elimination of Discrimination Against Women (CEDAW), developing their understanding of womens’ rights and a human rights based approach to development. The event also emphasized the need for stronger women’s leadership in Myanmar

There will be an even stronger focus on the crucial role of women in forest and farm landscapes in Phase II. The programme’s work on gender will be upscaled significantly and certain aspects of the gender strategy will receive higher attention, including:

- supporting FFPOs in reviewing and making budgetary allocations that will create more enabling conditions for empowering women in their organizations;
- carrying out comprehensive baseline studies of partner countries and organizations, that looks at sex-disaggregated data for women’s inclusion (or exclusion) in decision making, access and control over resources, status of local gender expertise, and mechanisms that support women’s economic empowerment (organized networks, family-work policies, and institutions);
- conducting more gender-sensitive research to identify actions that can help reduce work and opportunity gaps between women and men in rural areas;
- developing practical guidance and tools with partnering FFPOs that can help reduce internal barriers for female members to participate more actively in the leadership and business side of FFPOs.

4. M&L System – learning

The FFF Monitoring and Learning (M&L) system is rather unique. Designed in a collaborative workshop in February 2014, it was refined through use and revision over subsequent years. It comprises a cyclical process of simplified monthly and more detailed annual reporting against a set of quantitative (what happened?) and qualitative (how did it happen?) easy-read questions. These questions are, in fact, indicators of progress against FFF Impacts, Outcomes and Outputs. The ‘questions’ are built into reporting requirements from field level grantees, through FFF-facilitators, to FFF Management Team institutions - requiring reference to an FFF year-zero baseline. Answers to these questions are discussed horizontally (e.g. between grantees in participatory annual in-country learning events to compare approaches on how success was achieved) and aggregated vertically (e.g. by FFF facilitators and Management Team in annual FFF planning retreats and synthesis reports - to learn how better to direct future work).

FFF developed a detailed toolkit⁶³ for in-country facilitators on how to operationalize the system, and provided coaching through IIED, in the early stages of in-country use. The system now forms a ‘common language’ between all FFF actors. Over time reporting templates have been revised and improved. The final synthesis reporting template, for example included new sections that: summarized the main impacts achieved (at Impact and Outcome level), the lessons learned, how activities had responded to the mid-term evaluation, one best human impact story, suggestions for what to do more of or change in FFF Phase II and plans for future sustainability with or without FFF Phase II, plus a full referencing of all written or other media outputs.

The M&L system has proved increasingly effective in capturing useful data and perceptions on what is working or not working, and how operations could be improved. One obvious weakness, was that the M&L system was only introduced a full year after FFF launched activities and after many of the in-country baselines had been produced. While grantees and facilitators in-country have retrospectively inserted a baseline for each indicator, in the future it will be vital that the baseline studies are based on the M&L system from the outset. Feedback from Facilitators also highlighted the challenge of finding a way to balance global indicators with a set of more country specific indicators. Though this was built into the design some countries took more advantage of the opportunity to add their own indicators. Additionally, the M&L system, while covering gendered data collection, was installed before the completion of FFF’s gender strategy. As a result, some modifications might usefully be made in the future to capture more clearly the intended outcome of that gender strategy.

In some countries facilitators have pushed for resources for the dedicated staffing of an M&L manager - which has enhanced reporting and is something that should be considered in the future if resourcing allows. As FFF moves into Phase II with modified statements of desired Impact, Outcomes and Outputs, it will be necessary to revise the M&L framework and ensure indicator questions capture the modified intent of the program. Aligning the M & L framework to country specific FAO reporting has also been a challenge, as the FFF reporting is more detailed and by its nature crosses many of the Strategic Priorities within the corporate system.

⁶³ FFF (2015) Toolkit for FFF in-country facilitators. How to use the FFF framework for Monitoring and Learning (M&L). FAO, Rome, Italy.

Finally, incorporating indicators and learning questions into contracts and Letters of Agreement is more realistic for larger partnership agreements, but can be complicated as these LoAs often include a wide range of activities that contribute to a number of different outputs and even outcomes.

5. Mid Term Evaluation and management response

In August 2016 a thorough mid-term evaluation was finalized and the final version was shared thereafter with SC members electronically. This consisted of a global evaluation with recommendations and more detailed country evaluations from Bolivia, Guatemala, The Gambia, Kenya, Myanmar and Vietnam. The main report and the country case studies can be found on the following links: <http://www.fao.org/3/a-bq504e.pdf> (main report) <http://www.fao.org/evaluation/evaluation-digest/evaluations-detail/en/c/445423/> (country case studies). The evaluation team was composed of: Dr James K. Gasana, Evaluation Team Leader, Juan José Ochaeta Castellanos, Regional Consultant for Latin America, Dr Ohnmar Myo Aung, National Consultant Myanmar Dr Dao Trong Tu, National Consultant Vietnam Eoghan Molloy, OED, Evaluation Manager.

The conclusions section of the executive summary is excerpted below and the recommendations are provided. Actions taken in response to the recommendations as of December 2017 at the end of the first Phase are highlighted in bold in the management response.

5.1 Conclusions of the Evaluation

- **Conclusion 1:** FFF's focus and logic are well aligned to participating countries' policy frameworks, and there is a high level of ownership at all levels of government in each country. This model of providing direct support to FFPOs' proposals is highly relevant to targeted forest and farm smallholders. The focus and logic are aligned with FAO's strategic objectives SO2 and SO3. The project design is appropriate for achieving its outcomes and vision, and it addresses challenges such as the limited ability of forest and farm smallholders to access markets, participate in value chains and engage in policy processes.
- **Conclusion 2:** The project is on track to achieving the expected outcomes of Pillar 1. FFPOs in each country are making progress in including their issues on political agendas, and in promoting inclusive business models, participation in value chains and linkage to markets. Regarding Pillar 2, implementation progress varied among the countries due to the fact that Outcome 3, being of a political nature, is not under FFF control. For Pillar 3, the project is on track at regional and global levels to link farmers' voices to global processes.
- **Conclusion 3:** FFF's training activities aimed at improving target groups' basic business skills are helping to improve their participation in value chains and their linkage to markets. While those trainings are essential, they are not sufficient to develop value chains which requires additional support to FFPOs to improve their terms of engagement with national, regional and international markets.

- **Conclusion 4:** FFF was effective in linking FFPOs to markets and engaging in policy dialogue. FFF also contributed to raising the awareness of forest and farm smallholders on the multiple advantages of working together.
- **Conclusion 5:** FFF's operational modality is highly efficient in terms of inputs relative to results, considering the relatively limited financial resources invested, duration of implementation to date, and the number of countries participating. This efficiency is due to the effectiveness of the project steering committee in providing guidance to the FFF team; the high level of coordination among FAO, IIED and IUCN; the expertise of the FFF team and the commitment and enthusiasm of its members; and the national facilitators' experience and dedication.
- **Conclusion 6:** The M&L system is a robust tool for monitoring FFF's activities and learning. It has been used effectively in supporting learning by providing information to the communication efforts of FAO, IIED and IUCN.
- **Conclusion 7:** FFF adequately takes into account FAO's commitment to gender equality and the rights of indigenous people, not only in its design but also in implementation and monitoring, and in proposals submitted by FFPOs for small grants. The inclusion of indigenous peoples' representatives on the project steering committee is an innovative and unique approach that has contributed to the effectiveness and relevance of the project.



5.2 Recommendations and Management response

We respond to the recommendations below but have also taken note of the very relevant and useful comments found in many of the detailed country reports.

Evaluation Recommendation (a)	Management response (b) Accepted, partially accepted or rejected	Actions to be taken, and/or comments about partial acceptance or rejection (c)
<p>Recommendation 1: The results achieved during the remaining 1.5 years of the FFF should be consolidated in order to maintain and build upon the programme's achievements, further improve progress and impact, and continue the political momentum achieved in participating countries to support the development priorities of forest and farm smallholders.</p>	Accepted	<p>Country work plans for 2017 were developed taking into account the recommendations from the MTE and learning from the Monitoring and Learning system which contributed to the consolidation of the programme and final impacts of the first Phase . . In 2017 a comprehensive resource mobilization plan was developed and efforts are continuing at global and regional level to attract the necessary funding to maintain and build upon current programme achievements. Resource mobilization successfully attracted USD 2.1 million in new funding and aprox. USD 900 000 in renewed funding</p>
<p>Recommendation 2: A second phase of FFF should be considered in order to consolidate and expand its achievements, strengthen the capacity of participating countries to scale up results, and develop appropriate exit strategies.</p>	Accepted	<p>FFF management team and partners elaborated a comprehensive second phase programme document for Phase II which was validated by the Steering Committee and FAO. A shorter Concept Note for Phase II has been widely shared with FAO country and regional offices and with other donors and partners. Phase II discussions with relevant donors continued at the global and regional levels. The resource mobilization plan's focus is funding for phase II. Transitional funds were gratefully received for an extension of 9 months on the Phase II multi-donor agreement to allow preparations and resource mobilization to continue. Positive signals have been received for multi-year funding from several donors, and at least 3 major proposals are pending responses.</p>
<p>Recommendation 3: To the FFF team on refining the FFF's ToC to match the strength of its model - Consider refining the FFF's ToC and revising the M&L system accordingly to match the strength of its model by adding the missing building blocks.</p>	Accepted	<p>The Phase II proposal has amended the TOC to reflect some of the implicit assumptions more clearly. This is presented in the final report for Phase II. A new and more robust TOC has been developed for Phase II .</p>
<p>Recommendation 4: To FFF team to streamline VCD in interventions relating to Pillar. Increase efforts to improve the value chain development approach by adding elements which focus on value addition, processing, linkage to various actors in the same chains (especially downstream), and enable FFPOs to improve the terms of engagement with national, regional and international markets.</p>	Partially accepted	<p>Though FFF management felt the evaluation did not fully capture the work it was already doing on value chains – the programme is very much building on the suggestions in the evaluation. FFF included in the Phase 2 programme one outcome on business and value chain linkages. During 2017 FFF began increasing this emphasis and tested in the field new approaches on business incubation, peer mentoring and women business champions, which also resulted in a publication on forest business incubation and a corresponding toolkit for FFPOs as well as a Guide for Producer Organizations to access markets. The final report indicates that significant work was accomplished in 30 value chains and the first set of youth graduates received their diplomas from the Rural School for Agroforestry Businesses based in a 2nd tier Cooperative, FEDECOVERA in Guatemala.</p>
<p>Recommendation 5: To the FFF team to enhance support to the development of women's entrepreneurship- While continuing to address gender-specific barriers (including lack of skills and poor access to resources), enhance support to the development of women's entrepreneurship in forest and farm-based value chains in order to ensure equal participation in value chains and linkages to markets. Increased focus should also be given to the inclusion of youth in FFPO activities.</p>	Accepted	<p>We welcome the exhortation to continue our work on gender mainstreaming in value chain development –and an increased focus on youth. In pursuit of this Gender Assessments were conducted in each country, a half day training on Gender dimensions in FFF implementation for all FFF team was held at the annual Retreat in early 2017– building on these actions a new FFF Gender Strategy developed. An explicit focus on gender was developed in work plans –. which included targeted small grants and continued learning exchanges Training on increasing inclusion of women in leadership, establishment of Women's champions for peer mentoring on enterprises, capacity building business and financial literacy will be increased, through opportunities such as the FAO-SEWA Strategic Partnership (beginning in Nepal),. A separate chapter summarizes much of the work on gender equality in the first phase narrative report, while Phase II has an explicit focus on gender equality and also on youth.</p>

6. Partnerships and collaboration – leveraging impacts and resources

FFF is itself a partnership at the level of implementation but special effort has gone into working in and through other partnerships to build synergies, increase impact, raise the profile of the work and leverage resources. Within FAO FFF was particularly in alignment with FAO's Strategic Programmes on Reducing Rural Poverty (SP3) and on Making Agriculture, Forestry, Fisheries more productive and sustainable (SP2). In the context of SP3 in particular significant results in terms of strengthening rural organizations/institutions were made possible thanks to the collaboration with partners such as SEWA, We Effect and AgriCord.

6.1 FFF and AgriCord

Since 2013, both partners worked towards a common goal of strengthening smallholders, women, community and indigenous peoples' producer organizations for improved business and livelihoods. The partnership was formalized in June 2014 with the signature of an Agreement between FAO's DG Graziano Da Silva and AgriCord's President VanThemsche during COFO and included a grant of EUR 1 million from AgriCord's programme "Farmers Fighting Poverty" to support FFF's endeavour to strengthen smallholder and community-based FFPOs.

The focus of the activities implemented by this partnership was on encouraging direct funding mechanisms which FFPOs could easily benefit from; promoting linkages and promoting exchange of experiences between professional farmers across the world; supporting business initiatives and entrepreneurship at local level; developing a joint funding strategy and generating knowledge on the results achieved. In addition efforts were made to link to work by Agri-agency members of AgriCord particularly in countries with an overlap in activities. A separate partnership agreement was signed with We Effect, and considerable coordinating activities undertaken with FFD, such as coordination of support to smallholder FFPOs in Zambia, co-organization of the regional Conference in Tanzania, and collaboration in the one of Myanmar in 2017 and a joint publication of "Smallholder forest producer organization in a changing climate" which was launched during the meeting of the World Farmers Organization 2017 in Helsinki. .

Results

Since 2015, in nine out of 10 FFF countries, the AgriCord funding mechanism has allowed FFF to provide small grants directly to forest and farm producer organizations for improved business opportunities. Priority has been given to women's enterprises. 74 organizations and FFPOs have been provided small grants (ranging from USD 8,000 to USD 60,000) -reaching over 16 000 people- in seven countries for the total amount of USD 1 531 960⁶⁴.

⁶⁴ Please refer to Annex #_

Local businesses and cooperatives have expanded or started up through the FFF small grant mechanism. Smallholder producers have been supported with trainings on market access and improved production, and exchange visits between communities and countries.

In addition FFF and AgriCord produced a series of very important publications. Two issues of “Strength in Numbers” (the first in both English and Chinese) were published which highlighted the benefits for farmers from becoming organized, while a second focused on FFPOs as the Operating Systems for the Sustainable Development Goals. The first Strength in Numbers publication was launched at a major international Conference in Guilin China in November 2013 with special support from the German-funded Carlowitz project, while the publication on the SDGs was presented at the European Development Days in June 2016.

6.2 FFF and We Effect

FFF and We Effect signed the partnership at the World Forestry Congress (WFC), Durban (South Africa) in 2015. Since 2015, FFF and We Effect implemented the partnership aiming at strengthening producer organizations (POs), boosting their internal governance and equity; making their voice heard at the grassroots and policy level and enable their access to land and to markets at country and regional levels.

FFF and We Effect jointly achieved the following country level results through the capacity strengthening and knowledge generation activities. Resource mobilization activities were constantly carried out at country level.

Results

From end of 2015 in Zambia, FFF and We Effect went to great lengths to implement the partnership through organizing a partnerships meeting in Lusaka where complementary areas of existing work were identified and how to better collaborate in the country. Furthermore potential areas of work were mapped out for which a joint proposal was developed and consequently potential in-country donors were jointly visited. In the field, We Effect’s study circles and corresponding training materials were complemented by FFF’s small grants programme. However, the looming corruption problems with ZNFU, the common partner of FFF and We Effect in Zambia, and the subsequent rupture of all relations with the Union in 2016, affected also the collaboration between We Effect and FFF in Zambia, as both partners needed to refocus their funding - taking the necessary time. In 2017 FFF went on to work with the Cotton Association of Zambia -, also a partner of We Effect- using them as incubator for the Zambian National Forest Commodity Association.

In 2016 in **Kenya**, the capacities of facilitators were strengthened through a jointly delivered training on project proposal writing for FFPOs. FAO and WE trained 12 Forest and Farm POs and support institutions (KFS, FFSPAK, etc.) on Organizational Analysis with a focus on gender equality and governance, using the CoOPequity methodology adapted with We Effect to Kenya context including a section on financial management. We Effect has played an important partnering role in co-organizing two very well attended Africa wide conferences - the first in Nairobi in 2015 and the second in Tanzania in 2017.

In 2016 in **Guatemala**, a number of activities have been carried out to identify the need gaps of POs, and notably: i) an assessment on Forest and Farm POs organizational capacities ii) a study on POs' participation to platforms iii) a self-assessment of institutions' capacities that support POs iv) a capacity needs assessment of POs in Guatemala carried out and validated during the launching workshop; an exchange on successful organizational models in forestry and agro-forestry value-chains

In **Vietnam** and **Myanmar**, We Effect and FFF focused on the mapping and assessments of stakeholders' type of activities for planning future strategic cooperation. A partnerships' meeting took place in the Philippines in a side event during the Asia Pacific forestry Commission in February 2016 where the partnership was explained and potentials were explored. We Effect Vietnam supported VNFU in Yen Bai province with linkages to the Cooperative Alliance. In Myanmar We Effect supported the regional Conference of FFPOs in November 2017.

6.3 FFF and SEWA

The Forest and Farm Facility (FFF) program partnered with the Self Employed Women Association in India to strengthen the capacities of women forest and farm producers' groups from Nepal.

As a part of FAO and SEWA partnership and thanks to the support of South-South cooperation and IUCN Nepal, FFF brought together women champions of the Community Forestry User Groups (FECOFUN) the Federation of Nepali Cottage and Small Industries (FNCSI) the National Farmer Group Federation (NFGF) and the Association of Family Forest Owners of Nepal (AFFON) for a capacity building program on increasing their participation in value chains and compete in markets.

Results

In 2017, 34 representatives of FPOs from Nepal participated to an exposure visit and a training, which took place at SEWA headquarters and field sites in Gujarat, India. The visit focused on the observation, understanding and learning by FFPOs women policy makers from various activities conducted by SEWA at different level. As a result, the Nepalese participants replicated and adapted the knowledge acquired in their area of work. The focus of the training was to improve the knowledge and skills of women entrepreneurs through improved business development and operation skills as well as market and negotiation skills. It was structured through a mix of trainings and field visits. As an outcome of this learning and exchange the women leaders strengthened the importance of self-reliance, improved their capacity in entrepreneurship skills, business development marketing and finance.

7. Going to scale in Phase II

The clearest message from Phase I is the need to go to scale - to increase the momentum towards more transformational change, to build on the demonstration effect in countries and from the approaches, learning from the successes and adapting to the challenges. Evidence from the last four years and strong demand for FFF support from FFPOs and governments in more than 50 countries worldwide has shaped our proposed Phase II - *Climate Resilient Livelihoods and Inclusive Livelihoods*.

Building on Phase I, the next Phase of our work will focus on four inter-related challenges: policies that are often at cross purposes with rural realities; sub-optimal economic returns from smallholder value-chains; increasing climate impacts, and; weak social and cultural services – all especially problematic for the poorest and most marginalized of rural smallholders, especially rural women and youth.

Phase II is guided by a theory of change (see table) that significantly increases the scale and range of impacts of its past support to FFPOs and governments. This will strengthen smallholder organization and capacity, deepen engagement in innovative cross-sectorial processes in government and increase the delivery of landscape-scale climate responses underpinned by more inclusive and sustainable economic opportunities. Increasing returns to FFPOs open opportunities to improved social and cultural services for the rural poor. Phase II sharpens its focus on gender equality and FFPO value chains that reduce poverty at the core of climate resilient landscapes.

Phase II will build on our past successes and scale up its unique approach to increase links to complimentary programmes and accelerate impacts in 25 countries. FFF has built a robust Monitoring and Learning framework to measure and improve delivery, and focuses on leaving independent member-based organizations, responsive government institutions and strong market linkages in place to ensure sustainability. Risk assessments and management strategies are built into the planning process and special tools prepared to help FFPOs conduct their own risk assessments.

With its unique focus on FFPOs as vital agents for change, Phase II will contribute to at least 11 of 17 SDGs through focused work to achieve:

- **Outcome 1.** More inclusive governance and cross-sectorial processes lead to enabling policies (*SDG 16 & 17*).
- **Outcome 2.** Increased entrepreneurship, access to markets and finance through equitable value chains and business development services within FFPOs (*SDG 1, 5, 8 & 12*).
- **Outcome 3.** Improved delivery of landscape scale mitigation, adaptation and resilience for climate change through direct engagement of FFPOs and integration with inclusive livelihood approaches (*SDG 2, 13 & 15*).
- **Outcome 4.** Improved and equitable access to social and cultural services (*SDG 3 & 10*).

FFF's Theory of Change for Phase II is given below.

2018 will be a transitional year between Phase I - as reporting and the development of materials to share the learning from Phase I are being completed and disseminated, resource mobilization will continue on a renewed footing to attract the needed funds. At the same time a series of focused studies will be undertaken to lay the ground work for effective implementation of Phase II. Details for the Work Plan for this transition period and for the resource mobilization strategy are provided in separate documents.

8. Letters of Agreement - Partnership Agreements and Small Grants

In pursuit of its work the FFF issued and managed 262 Letters of Agreements (contracts) - a full list is provided in the Annex. These accounted for just under USD 7 million. Some 234 of these LoAs were made at the country level. 164 of Letters of Agreement were made directly to FFPOs as the country, regional and global level. Another 63 went to support NGOs, CSO and other organizations providing incubation support to help develop and register FFPOs or to provide services to them. 17 LoAs went directly to government partners to support cross-sectoral policy platforms. Small grants accounted for 137 LoAs while 107 took the form of Partnership Agreements. The distribution of the LoAs by level (country or regional/global), organizational type (FFPO, NGO, Government) according to the different pillars is illustrated in the charts provided below.

9. Financial Overview

This financial overview provides a picture of the total funds that have been received and committed by the Forest and Family Facility through the life of the programme up to December 2017. This includes resources clustered under the Forest and Farm Facility Umbrella Programme (PGM/MUL/2012-2017/FFF):

- Primary Multi-Donor Trust Fund GCP/GLO/495/MUL funded by Sweden, Finland, Agricord (through the Farmers Fighting Poverty Programme), US Department of State, US Forestry Service – (December 2012-September 30, 2018) this MUL which originally had an end date of December 2017 was extended for 8 months as indicated - with additional support to allow for a transition between Phase I and Phase II.
- GCP/GLO/495/SWE – Funded by Sweden (same as above)
- GCP/GLO/812/GER – Funded by Germany (BMEL) - (2012-2016 — completed and closed)

In addition to the Umbrella Programme, FFF received resources from two other pre-existing funding sources:

- one was from the FMM/GLO/114/MUL funded by Belgium, The Netherlands, Sweden and Switzerland (January 2017-May 31, 2018). Decision making for the allocation of these resources to the FFF reflected the prioritization given to the programme by FAO as a whole, under the urging of the Strategic Programme 3 on Reducing Rural Poverty. A total of USD 750 000 was made available to FFF in 2017 to help complete the first phase as a pilot programme within FAO with the potential for widespread replication — these funds went for additional support for contracts and travel to six of the FFF county programmes.

- EC generously provided funding (aprox. USD 1.4 million) through EU-FLEGT Project GCP/GLO/397/EC. This work is to be undertaken in collaboration with CIFOR and is focused on several countries in Africa — Kenya and Zambia, initially — and will support FFF’s work on strengthening FFPOs particularly related to wood energy value chains, and other forest commodities territorial or jurisdictional approaches to sustainable landscape management, and forest and food security issues. Originally budgeted for use beginning in 2017 only a very small proportion of these funds could be used. Given delays in the final signature of the matching EU-CIFOR funding the majority of these resources will be allocated as part of Phase II work planning.

Given below is a financial overview for the FFF for the life of the Programme from December 2012- through to December 2017 showing contributions received and total expenses with a balance which will be carried forward into the Transition Phase.

Table 1: Financial Overview Phase I 2012-2017

Contributions Received up to Dec 2017						
	812/GER	495/SWE	495/MUL	114/FMM	FLEGT	Total
Carlowitz	1,110,273					1,110,273
Sweden		72,498	6,866,890			6,939,388
Finland			4,991,277			4,991,277
USA Department of State			950,000			950,000
USA Forest Service			9,311			9,311
Agricord			1,115,553			1,115,553
FMM/ FLEGT				758,862	52,715	811,577
OTHER (NFP Remaining Funds)			279,660	-	-	279,660
Interests			22,820			22,820
Total	1,110,273	72,498	14,235,511	758,862	52,715	16,229,859
Budget Line	Expenses up to 31 Dec 2017					
5011 Salaries Professional (Parent)	3,537,292					
5012 Salaries General Service (Parent)	580,233					
5013 Consultants (Parent)	1,335,244					
5014 Contracts (Parent)	6,425,788					
5020 Locally Contracted Labour (Parent)	18,411					
5021 Travel (Parent)	1,826,317					
5023 Training (Parent)	554,790					
5024 Expendable Procurement (Parent)	96,574					
5025 Non Expendable Procurement (Parent)	25,137					
5026 Hospitality (Parent)	7,542					
5027 Technical Support Services (Parent)	121,273					
5028 General Operating Expenses (Parent)	244,611					
5029 Support Costs (Parent)	907,677					
5040 General Operating Expenses - external common services (Par	13,743					
5050 General Operating Expenses - internal common services (Par	59,590					
Total	15,754,222					
Remaining Balance Cash Rcvd - Expenditures	475,637					
interest	0					
remaining balance FMM	37,428					
Psc	0					
total	513,065					
Final Remaining Balance for CF into 2018	513,065					

10. Annex

Annex 1: Monitoring and Learning – Aggregate indicators for 2012-2017

Annex 2: List of LoAs

Annex 3: List of small grants

Annex 4: The FFF team

Annex 1: Monitoring and Learning – Aggregate indicators for 2012-2017

Final summary table of FFF indicators (2017). Blue indicates processed data – red and black data is from last year.

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
IMPACT												
Impact indicator 1 - Perception of changes in business marketing capacity and income	More knowledge on production, collection, transformation, and commercialization with greater income	Increased confidence and better organisation amongst FFPO's to share information and negotiate with buyers. . Improved efficiency and income from trainings in value addition methods.	More knowledge in how to develop a business and add value to products have improved market access and income.	More capacity to adopt appropriate technologies (better crop varieties), value addition, market analysis and the advantages of collective marketing	More understanding of market demand, production options, with better incomes	More business groups, clearer market focus, increased income, and greater women's participation	Significant improvements in income, business and marketing capacities for both women and men	More cooperative action, better production, higher prices, increased income,	More group work, business planning, shared investment, market information, better prices, certification	Shift from selling by the roadside to marketing of forest products to higher value markets		Perceptions of strong increase in business marketing capacity backed up by multiple figure on improved income in all but one country
Impact indicator 2 - Perceptions of changes in diversity and abundance of forest resources	More planning tools for integrated forest timber and NTFP management	Increased diversification amongst Community Forest Management Committees from one forest product (wood) to 6 main products (eco-tourism, handicraft, beekeeping,	Improved knowledge of different tools and methods have allowed for better use of resources in a more diversified and integrated manner	Planning for sustainable forest management and livelihood diversification increased through training (3 Community Forest Associations) and	Planning for SFM may be enhanced given customary rights to be enshrined in new Land Rights Act and Community Forest Law	CF user groups were revitalized, protecting and rehabilitating their CF areas and many new CFs formed	Improved awareness on the variety of forest products with greater diversification as a result	Improved incentive to restore bamboo and other forest with new nurseries.	More registration, management, growing and harvesting, certification	Increased awareness and ability to identify a range of forest products and assess their suitability for enterprise development		Strong increases in awareness of need for, and incentives for SFM due to income increases with some evidence of new CF areas, new planting, and forest

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
		tree nursery, firewood and salt).		through MA&D (12 FFPO's)								restoration.
Impact indicator 3 - Perceptions of change in the diversity of income generating activities	More productive and diverse businesses, with 36 entities, 13 of which have accessed public resources that fund value chains	Improved capacities in value addition technologies and efficiency has resulted in income increases of 35-50% (exception of 500% increase in price for Cashew)	Design of curricula and teaching at the Rural Business School have increased skills and ability to diversify income generating activities.	12 FFPO's diversified into at least 1 extra income generating activity including poultry, beekeeping, tree tomato, leather processing	High perception of improved income generation activities in 77 FFPOs, 50 of which have access to public financing	High perceptions of more diversified income in bamboo, rattan, broom making, coffee, green tea and community ecotourism	High perception of improved income is motivating diversification of enterprises	More diversity in furniture designs, tuno craft products, bamboo furniture and other agricultural product sales	More product types, shared investment, direct trading, varied agroforestry, value added processing, buyers and contracts	More product types and capacity to add value to products previously sold as raw materials is increasing and diversifying income generating activities		Strong perceptions and evidence for more diversity in income generation
Outcome 1 Producers are organized for policy dialogue												
Outcome indicator OI1.1 Specific new or changed policies and rules	3 (1 law and 2 policies) have been favorably changed	6 policies and national development plans revised with input from national FFPO platforms (Baseline: 2)	8 specific examples of national policies, laws and strategies revised with input from FFPO's	4 (2 new policies supported by Nakuru and Laikipia governments; 2 new programmes) (Baseline)	3 changes to policies on charcoal, chainsawyeri ng and community forestry (Baseline 0)	5 examples of policy changes in favour of FFPOs (CFI, land use policy, draft CF strategy, Forest Law and Na. CC strategy and	4 specific examples of favourable policy change (Baseline: 0)	6 (law No. 290, 462, 445, 779, 499 and 804 to do with indigenous rights, conservation and SD, cooperation and creation	11 specific examples of favourable policy change for FFPOs	1 regulation to support charcoal licensing to group entities (FFPO's) (Baseline: individual licensing only)		51 changes to policies and laws at various levels in favour of FFPO interests

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
		policies)		0)		action plan)		of family economy ministry)				
Outcome indicator OI1.2 Resultant principles for sustainable forest and farm management mainstreamed	National recognition of community producer businesses role in ecological production with need to regulate law 3525	Regional Community Forest Task Forces established to facilitate implementation of Forest Policy and target. As a result 100 community forest management plans developed, 372 Community Forest Agreements signed, and 7 district fire management plans developed	National Community Forest Alliance participated in approval process of PINPEP Law and PROBOSQUE Law (4 out of 6 proposed amendments approved).	FFPO's providing input to promote farm forestry in revised Forest Act and Policy. Planning meetings held with Members of Parliament and county governments to incentivize farm forestry.	FFPOs have made recommendations on community forest law and land rights act	FFPO advocacy and FFF support has led to implementation for meeting the national target on hand over of forests to communities for SFM	Target of 200,000 ha of agroforestry included in Forest Sector Strategy; Women's Entrepreneurs Development Fund established (Baseline: 0)	Raised awareness of rights and responsibilities under forest law with new planting and production	1,738 ha certified, FSC processes mainstreamed, access to loans from UNREDD	Organized charcoal production jointly monitored to identify degraded areas for afforestation . (Baseline: illegal and unsustainable charcoal production)		Greater recognition of FFPO role in SFM, with some solid examples of land handover to CFs, incentive programmes , and certification

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Output 1.1 Dispersed local producers are organized into effective and gender inclusive groups												
Indicator 1.1.1 : Number of groups formed and active	94 organizations engaged, 28 producer groups trained, 66 supported across 6 departments (Baseline: 66)	13 groups and 116 community forest management committees formed (total 129). (Baseline: 24 forest producer groups)	1 alliance, 10 regional associations comprising 250 first level organizations	6 second level county associations organized from the strengthening of 12 producer groups in 6 key products in 2 counties	77 (60 directly trained by FFF and 16 supported and strengthened - 24,026 members in total) (Baseline 0)	177 community based plus 17 township and 2 sub-regional associations	2 national 51 local, of which 22 were strengthened and 29 were newly established (Baseline: 0)	18 (6 Mayangna, 4 Mestiza, 4 Bamboo, 2 wood, 2 cultural) (Baseline 6)	1 national 14 local (Baseline: none active)	1 national 48 local (Baseline: groups initially formed but not well organized)	3 global, 2 Regional alliances supported with sub groups including AFA 9 national level FFPOs; IFFA 2 other country processes supported, REFACOF 69 beyond Gambia;	3 global 2 regional, 10 national, 817 local or provincial (Baseline 96 - where recorded)
Indicator 1.1.2: Representativeness (e.g. females, youth)	21% women but expanding role of women and youth (Baseline less)	63.5% women average, women and youth wings established in majority of executive committees	30% of FFPO representatives at National Alliance meetings are women	36% women and 64% men, youth representation rising but still low (of a total membership of 3492)	55% women and 45% youth	40% women with increasing roles in leadership (Baseline 15%)	79 % women, of which 40% indigenous-Janjati and 11% Dalit, and youth 30% (Baseline: 0)	75% (including 7 groups with only women involved)	45% (Baseline: No gender records)	Supported formation of charcoal groups in 10 hot spots of charcoal production (at least 30% of women and 20% of youth)	N/A as represent > 30 million people	21-79% women across ten countries - but substantially increased since FFF gender strategy (Baseline 0-15% where recorded)

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
				individuals)						representation)		
Indicator 1.1.3: Overall % of female leaders in organizations	42% of organizations have 50% or more women leaders (449 women leaders in total) (Baseline 21%)	38% 5 out of 13 groups are led by women (Baseline: 15%)	30% of National Alliance Board of Directors are women	33% of county association leaders are women (20 out of 59 leaders)	25% women in the leadership of the 77 groups (Baseline 19%)	4.5% across all leaders of FFPOs (Baseline not available)	61% for the sub-national level and 57% for the national level (baseline national level 50%)	55% groups led by women	92% (Baseline 20%)	25% of women in leadership position in new groups and local government platforms (Baseline: 15%)	N/A	4.5-92% women leader of FFPOs but a general increase over the lifetime of FFF (Baseline 15-50% where recorded)
Indicator 1.1.4: Number of meetings to develop policy priorities	1128 in 2017 - from monthly meetings for 94 organizations supported (Baseline 94)	93 meetings where priorities identified were capacity building on governance, markets and advocacy. (Baseline: 9 meetings)	66 meetings annually for relevant policy processes (15 platforms and 1 Alliance)	480 (432 monthly meetings of 12 producer groups over 3 years and 48 quarterly meetings of 6 county associations over 2 years). Priorities: production, marketing, value	77 (aligned with FFF reporting - with priorities: more production, better management, stronger tech capacities etc.)	316 (but not all on policy - mostly management and general meetings)	24 (Baseline: 0)	216 (monthly meetings across 18 groups)	252- 18 meetings in each of 14 FFPOs (Baseline: few recorded)	4 Process of regular meeting every quarter installed (Baseline: limited number of meetings)	At least 5	At least 2820 FFPO meetings held (but covering many aspects of management and production, not just on policy topics - see below) (Baseline 0)

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
				chain issues.								
Output 1.2 Producer groups work together with government and private sector to improve policy												
Indicator 1.2.1 Number of policy meetings attended	4 organisation participated in meetings on Forestry Law, Organic Production Law, National Cocoa Policy, National Coffee Policy (Baseline: 0)	26 Policy meetings related to ANR policy and related sector reforms (Baseline: 2)	60 regular policy engagements and 6 National Alliance meetings	5 policy meetings at county level and 3 at the national level	50 with 3 apex organizations joining meetings on Land Rights, Charcoal Regulation, LASIP II and VGGT (Baseline N/A)	12 - 7 regional for CFI, forest law and strategy and 5 regional on CCC	38 (Baseline: 0)	1 SPCC had one place for indigenous people (Baseline 1)	42 policy meetings (25 commune, 9 district, 6 province, 4 national) (Baseline: very few)	5 ward development committee 2 council meetings (Baseline: 0)	3	248 specific policy meetings (Baseline 0)
Indicator 1.2.2 Number of policies reviewed and/or proposed	4 majors laws and policies - Forestry Law, Organic Production Law, National Cocoa Policy, National Coffee Policy (Baseline: 0)	10 policies, national development and investment plans revised n sharing (Baseline: 2)	4 policies and law processes for PROBOSQUE and PINFOR, Climate Change Regulations, and Forest Landscape Restoration	2 policy proposals (funding for beekeeping sector, incentives for community forests)	3 (Land Rights Act, Charcoal Regulation, Chain Sawyer Regulation)	15 (CFI, forest law and strategy, CF strategy, CC strategy)	7 with 21 policy issues (Forest Act and Strategy, REDD Strategy, Forest Rights Law, Chure Declaration,	1 to do with coffee production (Baseline 1)	11 policies changed (Baseline: 0)	2 Forest Bill of 2015 and Charcoal Regulations	AFA revised 5 year strategy to include forestry	59 policy reviews and proposed changes (baseline 3 where recorded)

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
		policies, low participation)	Strategy	and 1 commercial tender process secured by FFPO's (for tree seedlings)			Nature Conservation for National Strategic Framework) (Baseline: 0)					
Indicator 1.2.3 Number men and women from producer groups hold a decision making position in relevant policy making processes	8 (2 per process, mostly men) (Baseline N/A)	15 (4 women) members of the ANR platform	20 FFPO representatives (14 men and 6 women) from the Alliance Board of Directors participate in policy processes	10 men and 2 women leaders from the FFPOs.	13 (8 women 5 men) (Baseline N/A)	15 (all in regional processes(Baseline: 0))	21 (13 women) at sub-national levels and 7 (4 women) at national level (Baseline: 0)	0 - no progress made	14 FFPO leaders with VFNU takes decisions (Baseline: 0)	2 Ward Development Committees have women leaders (Baseline: 0)	N/A	120 (including at least 32 women) (Baseline 0 where recorded)
Outcome 2 Producers are organized for business												

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Outcome Indicator OI2.1 # FFPOs diversified or added value to products	32 /94 producer groups have added value to their products (Baseline: 0)	13 Small Grantees have diversified and added value to products and 100 community forest management committees have diversified number of products in CF management plans (6 main products) (Baseline: 2 groups)	61 smallholder producers within the National Alliance	6 producer groups and 1 county association have added value to their products in producing certified seedlings, high quality hay, and collective processing	77 producer groups have added value to their value chains (Baseline 0)	5 of 177 groups have started new value added processing) (Baseline 0)	12 groups added value and 28 diversified products to increase profit (Baseline: 0)	7 - (5 groups added value to Tuno products, 2 to bamboo products) (Baseline 3)	14/14 have added at least between 10-20% (Baseline: 0)	6 groups (3 who have added value to honey and basket making production and 3 that have diversified into timber and tree seedling production) (Baseline: 0)		262 out of a total of 817 local groups supported have either diversified or added value to their products
Outcome indicator OI 2.2 # FFPOs accessing new finance	36 FFPOs have access to new funds (e.g. 7 from EMPODERAR DETI)	13 small grantees (75% women and youth)	3 FFPO's have accessed funds to implement enterprise development plan from FFF	1 county association secured grant of US\$ 60,000 to scale up their activities	60 women producer groups benefitting from the VSLA	6 groups have accessed finance through banks or PPP processes	26 out of 51 producer groups accessing new finance and 38 have received financial literacy training (Baseline: 0)	0 (Baseline zero)	5 from VNFU fund, 2 from UNREDD, 4 from banks (Baseline: 0)	2 from buyers and from rural development initiative		158 out of a total of 817 local groups supported have had new access to finance

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Output 2.1 Producer organizations know about business and can access finance.												
Indicator 2.1.1: Perception of improved ability to access markets	Progress in honey, cocoa, coffee, acai, plus other products via better management of production, administration, equipment and legality	Progress in livestock, fish, NTFPs, honey, timber and ecotourism Improved market access through a range of FFF activates	Progress made in 4 areas of organisation, production, finance and marketing for 12 agroforestry businesses	Progress in 6 timber, honey, tree nurseries, poultry, cattle, bamboo, where processing and improved technologies	Progress in legality, administration and forest management for timber, charcoal, craft and honey	Progress in bamboo, rattan, broom making, coffee, green tea, pottery, Elephant foot yam	Progress in: vegetable, broom grass, bel juice, wooden handicraft, cardamon) 47 out of 51 producer groups participated in networking meetings with buyers and 23 in national trade fairs	Progress in Tuna craft, bamboo and timber furniture and chocolate	Progress for: Timber (Acacia, Magnolia), cinnamon, star anise, honey, chicken, tea	Progress for: timber, charcoal, honey, baskets and mushrooms (Baseline: limited information market and pricing for NTFP's)	0	Strong progress in all countries in multiple value chains
Indicator 2.1.2: # of sustainable business plans developed by POs	36 through their presentation of proposals	43 enterprise development plans developed and being implemented .94 community forest management	12 business development plans developed and implemented	18 business plans developed and implemented	77 in progress (baseline limited)	15 plans completed (Baseline 0)	45 enterprise development plans (Baseline: 0)	6 groups achieved full business plan development	14 enterprise development plans (Baseline 0)	13 Enterprise Development Plans (Baseline: 0)	0	279 completed business plans developed (and many more in progress among the 817 local

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
		committees trained in MA&D (Baseline: 2)										groups supported) (Baseline 2)
Output 2.2 Establishment of services in support of small forest businesses												
Indicator 2.2.1: Resources and actors engaged for service provision to POs	3 BDS (AOPEB, FAN, CIOEC) and 3 FS (new incentive programs)	6 new service providers and other project partners engaged to support 14 FFPO's	4 service providers engaged to support 12 SME's in National Alliance SME network	20 extension staff from government and 3 additional institutions (KEFRI, KENAFF and GROOTS) engaged for services	4 BDS for market analysis and development, administration, registration and technical support) (Baseline 0)	6 support NGOs plus more than 5 other private business federations, cooperatives and Chinese buyers	19 (of which 14 government and 5 from NGO's or donor programme)	2 (Mefcca and Inafor)	22 expert services provided to 7 value chains (Baseline: 0)	2 Cotton Association providing business incubation to Forest Commodities Association and We Effect providing trainings in fund raising (Baseline: 0)	N/A	80 additional services providers supported FFPOs (Baseline 0 where recorded)

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Indicator 2.2.2: # and type of service providers actively providing services to POs (disaggregated females and males)	Technical services plus 2 business and 4 financial service providers	4 main types of services for technical improvements, business development, policy advocacy, financial literacy (Baseline: technical services for forest management)	6 main services for technical needs, organisation development, business development, and communication for advocacy	4 main types of services in organizational development, production techniques, business plan development, and value chain analysis	4 Training in business, technical issues, administration and legal registration	6 providing financial literacy, technical production capacity, and technical business support	19 (business development services, forestry extension services and inputs, seed funding, infrastructure construction, technology and equipment) (Baseline: 0)	2 (services in association, business planning, administration, leadership, design)	10 (forestry, business training, buyer visits, input sourcing, technology, finance, exchanges, trade fairs, market info, contracts) (Baseline: 0)	1 Financial services	N/A	62 providing specific types of service to new FFPO business (Baseline 0 where recorded)
Output 2.3 Experience sharing between producer organizations in-country												
Indicator 2.3.1: # of exchange visits taking place involving each country	11 - 7 departmental producer to producer exchanges and 4 regional exchanges	14 in-country farmer to farmer exchanges and 3 international exchanges (to Kenya, Tanzania and Liberia)	14 10 national and 4 international (to Bolivia and Nicaragua).	18 in-country exchange visits between FFPOS and 2 international visits (Uganda and Tanzania)	5 exchanges (2 national, 1 regional and 2 global)	3 to Vietnam, Nepal and Thailand plus 2 within country exchanges	10 district level exchanges	4 - (1 Forum of Mayangna 3 sub-regional)	6 (Baseline 0)	2 international exchanges to Kenya and Tanzania, and 2 district exchanges		55 national exchanges and 19 country teams involved in international exchanges

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
)								
Indicator 2.3.2: # practices, designs, plans and systems adopted following exchange visits	3 - ecological certification of products plus changes to Cacao and tropical forest fruit AF systems	5 changes to fish farming, incense production, intercropping of rice and trees, halting conversion of natural forest for farmland, introduction of value addition techniques and marketing instead of selling raw material	All 14 exchanges resulted in new practices and follow-up plans	8 new practices adopted for improved bee hives, packaging and labelling of honey and wax, management of hay for feeds, marketing using social media, improved animal breeds, certified seeds, planting of higher valued avocado species.	5 (charcoal production, tree nurseries, NTFPs and collective business action and SFM)	2 (efficient charcoal stove production after Nepal visit, plus better packaging for coffee and green tea following exchange to Vietnam and Thailand)	4 new technologies and diversification adopted for cardamom seedling production, grass cultivation, bamboo diversification, and broom grass. One new learning system adopted for peer mentoring	3 (progress on product design, pricing and improvement planning)	9/14 groups with new adopted practices (Baseline: 0)	3 changed practices by charcoal producers (improved technologies, organisation building and strengthening, and tree nursery establishment).	N/A	56 changes to practice, designs, plans and systems following exchanges

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
<p>Outcome 3</p> <p>Cross-sectorial policy coordination for sustainable forest and farm management</p>												
<p>Output indicator</p> <p>OI3.1 # of changed policies, regulations and rules</p>	<p>3 changes in National Coffee and Cocoa policies, plus Ecological Production Law</p>	<p>6 changes policies (ANR, gender, seed policy, land, national development plan, national agricultural investment plan)</p>	<p>8 changes in National budgets for incentives programmes, PROBOSQUE Law and regulation, PINPEP Law, Climate Change Regulations, Forest Strategy, food and nutritional security for the dry corridor of Guatemala, National policy for integrated rural development, Sustainable strategy for the use of wood.</p>	<p>4 changes in enabling environment (2 new policies supported by Nakuru and Laikipia governments; first National Tree Growers Conference in 2017; launching of Community Tree Growers Association of Kenya and registration of 14 county associations as members</p>	<p>3 changes to policies on charcoal, chainsawyeri ng and community forestry (Baseline 0)</p>	<p>5 Changes to CFI, CF strategy, forest law, forest strategy and CC strategy</p>	<p>4 changes (Baseline: 0)</p>	<p>6 (law No. 290, 462, 445, 779, 499 and 804 to do with indigenous rights, conservation and SD, cooperation and creation of family economy ministry</p>	<p>More than 11 (Baseline 0)</p>	<p>1 new Charcoal regulation (Baseline: 0)</p>		<p>51 changes to policies, regulations and rules in favour of FFPOs</p>

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
				in 2017								
Output 3.1 Establishment and coordination of multi-sectorial policy platforms												
Indicator 3.1.1: # of fora established and or strengthened at country and regional levels.	3 National Coffee Policy, Ecological Law 3525 and VII meeting on ecological production (Baseline:0)	10 - (1 National level ANR platform with technical advisory committees at regional level, 6 regional CF task forces, 3 regional sustainable land management forums) (Baseline: structure established but not operational involving	5 new multisectoral platforms at national level established with FFF support	5 multi-sectoral policy fora supported	3 (NFLF at national level and now at 3 county levels)	1 (CFNWG - whose main aim is to promote community forestry in Myanmar)	4 fora (1 national 3 district) 3 producer networks	2 (SPCC and Myangnation) 9Baseline 2 - not new creations)	13 multi-sectoral policy fora (25 roundtable discussions at 4 levels) (Baseline 0)	4 District Development Committees and Ward Development Committees strengthened (in 2 districts)	N/A	51 policy fora established through FFF facilitation

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
		FFPO's)										
Indicator 3.1.2: nature and level of representation of FFPOs groups (female and male members) in key platforms	Strong - in technical round table of Amazonian product, presidency of Local Area Agreement (ELC)	Strong but unquantified (45% representation of women)	Strong (but unquantified) in advocacy for specific sectoral laws (forestry) but less in cross-sectoral platforms (resulted in 4 of 6 proposals included in new Probosque law)	12 FFPO leaders participated in key policy platforms. Weak gender equality (12% women)	3 (FUN, NACUL, BOTPAL representatives both male and female) (Baseline 0)	0 (indirect through ECCDI but 2 seats in CFNWG reserved for FFPOs once national federation founded)	26 at 4 national and district level platforms (28% women representation at national level and 60% at district)	1 (Baseline 1)	97 FFPO representatives in 25 round tables (30% women) (Baseline: 0)	1 FFPO representative at Ward Development Committee (Baseline: 0)	N/A	>140 (12-45% women in those that reported)
Indicator 3.1.3: # decisions reflecting FFPO presence and inputs	2 - national Cocoa Policy and National Programme for promotion of Coffee	3 - through inclusion of FFPO's on ANR policy platform, inclusion of Apex FFPO's on Agriculture projects Steering Committee and National Seed Council (Baseline: 0)	4 out of 6 amendments to PROBOSQUE law accepted	2 Waiver of licensing fees for tree nurseries in Nakuru, and increased funding for beekeeping sector in Laikipia	3 (changes to charcoal, chainsawyer and community forestry laws)	0 although 5 indirectly - as formal inclusion not yet taken place in CNFWG	7 decisions reflecting FFPO needs	0 (although work has informed policy changes)	11 decision reflecting FFPO needs	1 decision reflection FFPO needs (Baseline: 0)		33 of the 51 policy changes have been based on direct FFPO representation in policy platforms

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Output 3.2 Increased information sharing results in improved understanding and better policies for producer organizations												
Indicator 3.2.1: Level of increase in understanding of POs participants in platforms of how government operates	Strong - with a focus on improving quality of products	Strong (60-75% show improved awareness through increased participation and compliance with key regulations)	Improved through active participation in policy dialogue processes	Improved through increased participation in government meetings, especially with county level government	Strong through devolution of NFLF to county and participation of FFPOs in 3 nat. processes)	Initial understanding improved through exchange events but not yet through representation in policy platform	Strong	None through platforms but some through FFF activities	Strong	Strong (Baseline: 0)		Improving or strong overall
Indicator 3.2.2: # of new networks/contacts that results in new opportunities for POs	4 honey, acai, cacao and coffee networks plus regional exchanges	7 (cashew federation, aquaculture, community forest committees, women salt producers, firewood association, increased membership of beekeepers association)	6 Of which 5 regional exchanges between FFPO's strengthening territorial management and agroforestry business, and 1 strengthened	Unquantified new contacts and networking achieved with other county networks and forums through interactions in meetings	1 better links to gov. Have led to 120 new community forestry applications	3 Asia Social Forestry Network, CNFWG and MWLCN (Myanmar Women Leadership and Conservation Network)	5 district networks on policy, 4 new service provider contacts, 4 new trade linkages with national forestry and business federations/alliances 4 changes	0 (no progress in country)	10 networks / contacts (Baseline: 0)	3 new contacts between charcoal associations and Zambia National Forest Commodities Association, and ZNFU Lima Credit (Baseline :		47 new networks or contacts that have resulted in new opportunities for FFPOs

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
		and All Gambia Forestry Platform.	alliance building between PINPEP Network and National Alliance.	and exchanges			(Baseline: 0)			Limited)		
Outcome 4 National and global agendas are informed about the priorities of local producers												
Outcome indicator OI4.1 # regional global decision making processes engaged	2 - regional processes	2 regional declarations made at African FFPO conferences in Kenya and Tanzania (Baseline: 1 representation at regional level through ROPPA)	2 main global decision making processes: FLEGT VPA and REDD+	4 regional conferences (2 for FFPO conferences in Kenya and Tanzania, 1 Forest Landscape Investment Forum in Rwanda, and 1 World Forestry Congress),	4 regional meetings of FFPOs in Kenya, Tanzania, Sierra Leone and Ecowas	2 (COFO and APFC) (Baseline 0)	2 regional and global processes 4 changes (Baseline 0)	1 (Meso-American Alliance of Indigenous Peoples)	8 regional / global processes (Baseline 0)	4 regional and global processed (Baseline: 0)	All at WFCs (3 global and 2 regional); UNFF through IFFA and REFACOF; Asia Pacific Forestry with AFA; UNFCCC through AMPB	31 regional or global decision-making processes engaged

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Outcome indicator OI4.2 Representation of FFPOs at regional global processes	Strong delegation in two processes	Strong delegation involving NFPG and NACOFAG in 2 processes	Strong representation reported	Strong representation of FF-SPAK with government at those meetings	Strong representation of FUN, NACUL and BOTPAL in those meetings	Strong - involving 4 FFPO reps. 4 Indigenous people's reps. and 5 government reps.	Strong delegations in 4 processes	Leaders involved	Strong delegations in 8 processes	Strong delegation of government and FFPO's in 4 processes		Strong direct representation of FFPOs in regional and global processes
Output 4.1 Organizations representing local producers influence global processes.												
Indicator 4.1.1: # of strategies and mechanisms for representative planning and advocacy regionally / globally	3 - AOPEB and CIOEC into REAF of Mercosur, COPACAO into Int. Cong. Of Coops in Canada - plus social networks and digital communication	2 mechanisms established (ANR working group and platform) to provide input and report back from international conventions such as UNFCCC and Rio convention	1 strategy for political advocacy of the National Alliance implemented and exercised in national and global processes linked to REDD, FLEGT, and territorial management	3 resolutions for support of African FFPO's passed in Kenya, Tanzania, and South Africa	3 FUN strategic plan plus inputs to African Farm Forestry Congress and World Forestry Congress	0 yet	6 (for World Forestry Congress , Small Scale Forestry Enterprises meeting in Colombo, Asia Pacific Forestry Week in Philippines, European Development Days, Belgium, Regional Conference FFPOs in Thailand and Myanmar	0	3 AFA x 2, World Forestry Congress,	3 for the formation of AFCONET, an African Charcoal platform, and FFPO declaration, Africa Forest Producer Organizations conference Kenya 2015, Africa Forest Producers conference in Tanzania 2017, Green Jobs Africa	8 (UNFCC, COP20, 21, 23; Mexico, Africa FPPOs, WFC, ACFN, UNFF)	26 strategies or mechanisms for regional or global advocacy

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
										conference in Zambia 2017		
Indicator 4.1.2: Extent of reporting back from regional and global levels to constituencies at national and local levels	Strong reporting from events and exchanges	Strong (4 times a year). 16 feedback meetings held from 2013 to 2017.	Improved through communication strategy of National Alliance	Strong reporting between FF-SPAK, IFFA, and local FFPO's	Strong each of three apex FFPOs reported back to members	Strong (e.g. from COFO, APFC, regional exchanges)	Strong – exchange learning reporting process through the CSO Policy Network meetings in Kathmandu and at Cross Sectoral Platforms	None - noted as a weakness	3 clear report back processes through VNFU	Strong Live community radio discussions after exchange visit to Tanzania. Plus meetings (Baseline: limited)	Strong	Strong reporting back to FFPOs from international events
Indicator 4.1.3: # of examples where global policies and mechanisms vital to POs are shaped by engagement	1 - international coffee recognition and market development	0 direct evidence but increased influence through well-functioning feedback mechanisms before and after meetings	4 examples shaped by FFPO influence: Climate Change Law, PROBOSQUE Law, FLEGT VPA, REDD+	3 examples of the 2 Africa FFPO meetings and World Forest Congress where resolutions and a declaration were developed	0 direct evidence but increased visibility of FFPOs in regional processes	0 identified	1 CoP through FECOFUN	0	3 Declarations of WFC and 2 regional meetings	1 FFPO Declaration at WFC	Shaping hard to disaggregate at global level	13 identified by country facilitators but often at level of declaration only

	Bolivia	Gambia	Guatemala	Kenya	Liberia	Myanmar	Nepal	Nicaragua	Vietnam	Zambia	Reg. / Global	Total
Output 4.2 Learning and practices are shared within and between countries and regions, and globally												
Indicator 4.2.1: # of FFF targeted communication material and outreach activities	4 - MA&D, Risk analysis plus videos and guidelines on good practice of production	15 Radio, video and 4 TV programmes, news articles in local papers	10 communication materials developed to support National Alliance members and 3 videos to document FFF activities in Guatemala.	0	3 radio program, video and good practice guidelines	3 through reports, information sheets and presentations	5 policy briefs, 5 books, 3 brochures, 10 videos, 14 radio episodes	3 video, guide to bamboo furniture, poster on women's enterprises plus 10 other reports	3 (reports, VNFU website, sharing document)	4 reports (baseline reports, viability study, country case study report)	17 policy briefs or more detailed visibility / value addition publications: 2 major sets developed by AFA and IFFA (14 of 17)	96 targeted communication materials
Indicator 4.2.2: # and frequency of communication and information sharing and events between POs and countries.	5 - 2 events and 3 exchanges	5 (2 MA&D trainings with other African FFF countries, and 3 exchange visits to Kenya, Tanzania and Liberia)	5 regional exchanges of which 2 were hosted by FEDECOVERA in Guatemala	4 exchange visits to Uganda and Tanzania with 2 that was hosted in Kenya.	5 (2 FFPO events in Kenya and Tanzania plus exchanges with Gambia, Zambia, SAF)	3 Vietnam, Nepal and Myanmar	7 (2 Vietnam, 1 Philippines, 1 Thailand, 1 India, 1 Myanmar, 1 Nepal)	3 (Bolivia, Guatemala, Mexico)	6 (2 Thailand, 1 Myanmar, 1 Philippines, 2 Vietnam)	4 international and district level (to Kenya and Tanzania) and 3 annual M&L meetings	Examples across all organizations: main events 12 regional / global meetings. (see briefs & communications)	17 including 9 exchange visits and 8 regional workshops

Annex 2: List of LoAs

COUNTRY	Project	Pillar	LoA Type	Org Type	Regional Global	Period	NAME	TOTAL
BOLIVIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-11	CENTRAL DE COOPERATIVAS EL CEIBO LTDA	50.323,20
BOLIVIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	ASOCIACION DE APICULTORES DE LA PROVINCIA VELASCO (APROVE)	29.062,03
BOLIVIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-05	COOPERATIVA INTEGRAL AGRO-EXTRACTIVISTA CAMPESINOS DE PANDO (COINACAPA LTDA)	32.517,22
BOLIVIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-08	ASOCIACION DE ORGANIZACION DE PRODUCTORES ECOLOGICOS DE BOLIVIA (AOPEB)	66.651,38
BOLIVIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-08	ASOCIACION NACIONAL DE PRODUCTORES DE CAFE (ANPROCA - BOLIVIA)	50.340,54
BOLIVIA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-10	FUNDACION AMIGOS DE LA NATURALEZA (FAN)	29.680,22
BOLIVIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-01	ASOCIACION DE APICULTORES DE LA PROVINCIA VELASCO (APROVE)	15.542,18
BOLIVIA	495/MUL	PILLAR 1,2,3	PA	FFPO	COUNTRY	2017-01	CENTRAL DE COOPERATIVAS EL CEIBO LTDA	12.026,52
BOLIVIA	495/MUL	PILLAR 1,2,3	PA	FFPO	COUNTRY	2017-01	ASOCIACION NACIONAL DE PRODUCTORES DE CAFE (ANPROCA - BOLIVIA)	22.286,60
BOLIVIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-01	COOPERATIVA INTEGRAL AGRO-EXTRACTIVISTA CAMPESINOS DE PANDO (COINACAPA LTDA)	2.444,40
BOLIVIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2017-04	CIOEC - COORDINADORA DE INTEG DE ORG ECONOM CAMP	30.093,01
BOLIVIA	495/MUL	PILLAR 1,3	SG	FFPO	COUNTRY	2017-04	ASOCIACIÓN DE GRUPOS MANCOMUNADOS DE TRABAJO MINGA	28.102,70
BOLIVIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-07	CENTRAL INDIGENA DE PUEBLOS INDIGENAS ORIGINARIOS DE LA AMAZONIA DE PANDO (CIPOAP)	36.136,03
BOLIVIA	114/FMM	PILLAR 1,2,3	PA	FFPO	COUNTRY	2017-05	CENTRAL DE COOPERATIVAS EL CEIBO LTDA	19.557,89
BOLIVIA	114/FMM	PILLAR 1,2,3	SG	FFPO	COUNTRY	2017-11	ASOCIACION DE PRODUCTORES DE CACAO NATIVO ECOLOGICO DEL PUEBLO LECO DE LARECAJA CHOCO LECO	9.626,42
BOLIVIA	114/FMM	PILLAR 1,3	SG	FFPO	COUNTRY	2017-10	ASOCIACIÓN DE GRUPOS MANCOMUNADOS DE TRABAJO MINGA	19.671,89
BOLIVIA	114/FMM	PILLAR 1	SG	FFPO	COUNTRY	2017-10	CIOEC - COORDINADORA DE INTEG DE ORG ECONOM CAMP	12.069,31
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	ALL Gambia Forestry Platform	9.815,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	Brufut Allatentou Association	7.000,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	Japanteh Society	7.000,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	Aquaculture Farmers Association	7.329,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	RURAL DEVELOPMENT ORGANIZATION	7.490,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	Tumana Association for Development (TAD)	7.104,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	Bureng Adult Literacy Class	7.558,00
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	Rural Poultry Farmers Association LOA	7.022,50
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-06	RAFESA Association	7.583,00
GAMBIA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2016-01	DEPARTMENT OF FORESTRY (GAMBIA)	18.709,00
GAMBIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-07	NATIONAL FARMERS PLATFORM OF THE GAMBIA (NFPG)	85.863,02
GAMBIA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2015-07	NATURAL RESOURCES CONSULTING (NACO)	18.335,58
GAMBIA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2014-08	NATIONAL ENVIRONMENT AGENCY.	32.312,50

COUNTRY	Project	Pillar	LoA Type	Org Type	Regional Global	Period	NAME	TOTAL
GAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2014-05	NATIONAL FARMERS PLATFORM THE GAMBIA	15.500,00
GAMBIA	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2014-12	NATURAL RESOURCES CONSULTING (NACO)	8.135,54
GAMBIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2014-12	NATIONAL FARMERS PLATFORM THE GAMBIA	23.084,30
GAMBIA	114/FMM	PILLAR 1	PA	FFPO	COUNTRY	2017-06	NATIONAL FARMERS PLATFORM OF THE GAMBIA (NFPG)	16.908,00
GAMBIA	114/FMM	PILLAR 2	PA	GOV	COUNTRY	2017-06	MINISTRY OF ENVIRONMENT CLIMATE CHANGE AND NATURAL RESOURCES (MECCNR)	22.606,00
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-07	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	29.970,00
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-07	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	24.975,00
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-07	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	24.975,00
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-07	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	19.980,00
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-12	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	4.493,51
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-12	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	7.489,18
GUATEMALA	495/MUL	Pillar 1	PA	FFPO	COUNTRY	2014-12	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	2.995,67
GUATEMALA	812/GER	Pillar 1	SG	NGO	COUNTRY	2013-11	FUNDACION PROPAZ	6.507,08
GUATEMALA	812/GER	Pillar 1	SG	FFPO	COUNTRY	2016-07	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	14.980,37
GUATEMALA	812/GER	Pillar 1	SG	FFPO	COUNTRY	2016-07	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ CHE	14.980,36
GUATEMALA	812/GER	Pillar 1	SG	FFPO	COUNTRY	2015-03	ASOCIACION DE FORESTERIA COMUNITARIA DE GUATEMALA UTZ' CHE'	29.970,00
GUATEMALA	812/GER	PILLAR 1	PA	FFPO	COUNTRY	2015-12	ASOCIACION REGIONAL CAMPESINA CHORTI (ASORECH)	99.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	COUNTRY	2017-05	THE INTERNATIONAL FAMILY FORESTRY ALLIANCE (IFFA)	40.000,00
HQ	495/MUL	PILLAR 1	PA	NGO	GLOBAL	2016-11	REGIONAL COMMUNITY FORESTRY TRAINING CENTER (RECOFTC)	17.566,00
HQ	495/MUL	PILLAR 3	PA	NGO	GLOBAL	2017-01	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	99.905,00
HQ	495/MUL	PILLAR 3	PA	NGO	GLOBAL	2017-08	INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT (IIED)	168.703,00
HQ	495/MUL	PILLAR 3	PA	NGO	COUNTRY	2017-08	AFRICAN WOMENS NETWORK FOR COMMUNITY MANAGEMENT OF FORESTS (REFACOF)	51.023,00
HQ	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-08	TUMANI TENDA ECO-TOURISM CAMP	14.997,00
HQ	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-08	UPPER RIVER COMMUNITY FORESTRY ASSOCIATION (URCOFA)	14.982,00
HQ	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2017-08	ASOCIACION DE COMUNIDADES FORESTALES DE PETEN (ACOFOP)	40.000,00
HQ	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2017-08	NATIONAL ASSOCIATION OF FOOD PROCESSORS (NAFP)	12.475,00
HQ	495/MUL	PILLAR 3	PA	NGO	COUNTRY	2014-07	INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT (IIED)	199.000,00
HQ	495/MUL	PILLAR 3	PA	NGO	COUNTRY	2015-04	INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT (IIED)	133.982,00
HQ	495/MUL	PILLAR 1	SG	FFPO	REGIONAL	2014-09	ASOCIACION DE COMUNIDADES FORESTALES DE PETEN (ACOFOP)	100.000,00
HQ	495/MUL	PILLAR 2,3	PA	NGO	REGIONAL	2014-10	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	198.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	GLOBAL	2014-10	THE INTERNATIONAL FAMILY FORESTRY ALLIANCE (IFFA)	100.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	COUNTRY	2014-11	INDIGENOUS INFORMATION NETWORK	50.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	GLOBAL	2014-10	GLOBAL ALLIANCE OF COMMUNITY FORESTRY (GACF)	50.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	REGIONAL	2014-12	ASIAN FARMERS ASSOCIATION FOR SUSTAINABLE RURAL DEVELOPMENT	100.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	REGIONAL	2015-02	ASOCIACION DE COMUNIDADES FORESTALES DE PETEN (ACOFOP)	50.000,00
HQ	495/MUL	PILLAR 1	SG	FFPO	REGIONAL	2016-01	ASOCIACION DE COMUNIDADES FORESTALES DE PETEN (ACOFOP)	100.000,00
HQ	495/MUL	PILLAR 3	PA	NGO	GLOBAL	2016-04	INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT (IIED)	199.592,00
HQ	495/MUL	PILLAR 3	PA	FFPO	REGIONAL	2016-03	ASIAN FARMERS ASSOCIATION FOR SUSTAINABLE RURAL DEVELOPMENT	36.026,00

COUNTRY	Project	Pillar	LoA Type	Org Type	Regional Global	Period	NAME	TOTAL
HQ	495/MUL	PILLAR 3	PA	NGO	REGIONAL	2016-03	AFRICAN WOMENS NETWORK FOR COMMUNITY MANAGEMENT OF FORESTS (REFACOF)	89.696,00
HQ	495/MUL	PILLAR 3	PA	FFPO	GLOBAL	2016-05	THE INTERNATIONAL FAMILY FORESTRY ALLIANCE (IFFA)	120.000,00
HQ	495/MUL	PILLAR 3	PA	FFPO	REGIONAL	2016-05	ASIAN FARMERS ASSOCIATION FOR SUSTAINABLE RURAL DEVELOPMENT	99.430,00
HQ	114/FMM	PILLAR 3	PA	FFPO	REGIONAL	2017-06	ASIAN FARMERS ASSOCIATION FOR SUSTAINABLE RURAL DEVELOPMENT	40.000,00
KENYA	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2015-05	FOREST ACTION NETWORK (FAN)	22.326,00
KENYA	495/MUL	PILLAR 3	PA	NGO	GLOBAL	2015-11	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	156.235,00
KENYA	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2015-12	WORLD AGROFORESTRY CENTRE (ICRAF)	17.234,32
KENYA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-07	FARM FORESTRY SMALLHOLDER PRODUCERS ASSOCIATION OF KENYA (FF SPAK)	85.747,00
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	SHAMANEK COMMUNITY FOREST ASSOCIATION	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	LAKE ELEMENTAITA SELF HELP GROUP	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	YAAKU CULTURAL GROUP	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	TUMAINI MWANGAZA INVESTMENT SELF HELP GROUP	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	NETTLE WORLD SELF HELP GROUP	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	BEYOND 1B TREES MAU WOMEN CBO	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	COMMUNITY FOOD AND ENVIRONMENT GROUP (COFEG)	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	JUNCTION BAMBOO TREE NURSERY & CONSERVATION GROUP	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	LAIKIPIA LIVESTOCK MARKETING ASSOCIATION (LLMA)	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	MENENGAI CRATER BEE KEEPERS	4.887,59
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	MARURA ENVIRONMENT CONSERVATION GROUP	4.887,59
KENYA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2016-02	KENYA FOREST SERVICE (KFS)	39.100,69
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-02	LARIAK COMMUNITY FOREST ASSOCIATION	4.887,59
KENYA	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2016-08	WE EFFECT	14.888,10
KENYA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-09	FARM FORESTRY SMALLHOLDER PRODUCERS ASSOCIATION OF KENYA (FF SPAK)	76.405,60
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-12	NAKURU SMALLHOLDER FRUIT PRODUCERS ASSOCIATION (NASFPA)	9.828,81
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-12	NAKURU COUNTY TREE NURSERIES ASSOCIATION (NCTNA)	4.909,18
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-12	NAKURU COUNTY TREE NURSERIES ASSOCIATION (NCTNA)	4.909,18
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-12	NAKURU SMALLHOLDER TIMBER ASSOCIATION (NASTA)	4.909,18
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-12	LAIKIPIA SMALLHOLDERS TREE AND FRUITS PRODUCERS ASSOCIATION (LSTFPA)	4.909,18
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-12	LAIKIPIA ORGANIC FARMERS ASSOCIATION (LOFA)	4.909,18
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-09	COMMUNITY TREE NURSERY GROWERS ASSOCIATION OF KENYA	9.976,75
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-09	LAIKIPIA LIVESTOCK MARKETING COOPERATION (LLMC)	9.718,05
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-09	KENYA NATIONAL FARMERS FEDERATION (KENAFF)	19.910,86
KENYA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-09	LAIKIPIA COUNTY FARMERS BEEKEEPERS ASSOCIATION (LAICOFA)	10.173,43
LIBERIA	495/MUL	Pillar 1	SG	FFPO	COUNTRY	2016-08	NATIONAL CHARCOAL UNION OF LIBERIA (NACUL)	24.500,00
LIBERIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2017-03	FARMERS UNION NETWORK OF LIBERIA (FUN)	98.645,00
LIBERIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-08	NATIONAL CHARCOAL UNION OF LIBERIA (NACUL)	20.000,00
LIBERIA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2017-08	BOTANICAL PRODUCT ASSOCIATION OF LIBERIA (BOTPAL)	9.965,00
LIBERIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-09	FARMERS UNION NETWORK OF LIBERIA	29.838,00
LIBERIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-02	FARMERS UNION NETWORK OF LIBERIA	19.892,00
LIBERIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-03	FARMERS UNION NETWORK OF LIBERIA	19.892,00

COUNTRY	Project	Pillar	LoA Type	Org Type	Regional Global	Period	NAME	TOTAL
LIBERIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-04	NATIONAL ASSOCIATION OF CHARCOAL UNION OF LIBERIA	7.500,00
LIBERIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-08	NATIONAL ASSOCIATION OF CHARCOAL UNION OF LIBERIA	6.250,00
LIBERIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-12	NATIONAL ASSOCIATION OF CHARCOAL UNION OF LIBERIA	5.000,00
LIBERIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-12	NATIONAL ASSOCIATION OF CHARCOAL UNION OF LIBERIA	6.250,00
LIBERIA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2015-07	FORESTRY DEVELOPMENT AUTHORITY	44.807,50
LIBERIA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2017-01	FORESTRY DEVELOPMENT AUTHORITY	40.032,00
LIBERIA	812/GER	PILLAR 1	SG	FFPO	COUNTRY	2016-06	NATIONAL CHARCOAL UNION OF LIBERIA (NACUL)	35.000,00
LIBERIA	812/GER	PILLAR 3	SG	NGO	COUNTRY	2016-01	COMMUNITY YOUTH NETWORK PROGRAM (CYNP)	14.650,00
LIBERIA	812/GER	PILLAR 1	PA	FFPO	COUNTRY	2015-11	FARMERS UNION NETWORK OF LIBERIA	29.838,00
LIBERIA	812/GER	PILLAR 2	PA	GOV	COUNTRY	2015-11	FORESTRY DEVELOPMENT AUTHORITY	11.201,80
MEXICO	495/MUL	Pillar 3	PA	FFPO	COUNTRY	2015-07	RED MEXICANA DE ORGANIZACIONES CAMPESINAS FORESTALES AC	38.480,41
MEXICO	495/MUL	Pillar 3	PA	FFPO	COUNTRY	2015-10	RED MEXICANA DE ORGANIZACIONES CAMPESINAS FORESTALES AC	-666,17
MYANMAR	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2016-12	MYANMAR ENVIRONMENT REHABILITATION-CONSERVATION NETWORK (MERN)	24.850,00
MYANMAR	495/MUL	PILLAR 2	SG	NGO	COUNTRY	2015-12	REGIONAL COMMUNITY FORESTRY TRAINING CENTER (RECOFTC)	12.000,00
MYANMAR	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-02	MYANMAR CERAMIC SOCIETY (MCS)	15.000,00
MYANMAR	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-02	AR YONE OO SOCIAL DEVELOPMENT ASSOCIATION (AYO)	15.000,00
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-01	ECOSYSTEM CONSERVATION AND COMMUNITY DEVELOPMENT INITIATIVE (ECCDI)	60.000,00
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION EAST MEINMAHLA (CFPPA EAST MEINMAHLA)	5.735,30
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION KYEINTALI TOWNSHIP (CFPPA KYEINTALI)	5.735,30
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION NYAUNG WUN VILLAGE (CFPPA-NYAUNG WUN VILLAGE)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION PWE HLA VILLAGE (CFPPA-PWE HLA VILLAGE)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION MYINKYADOE VILLAGE (CFPPA MYINKYADOE)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION YAGYI VILLAGE (CFPPA YAGYI)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION DALAPIN VILLAGE (CFPPA-DALAPIN)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION NA DAUNG KYA VILLAGE (CFPPA-NADAUNGKYA VILLAGE)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION PINLAUNG TOWNSHIP (CFPPA PINLAUNG)	5.735,30
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION WARTAYAR VILLAGE (CFPPA-WARTAYAR)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION - KYEINTALI 1 VILLAGE (CFPPA KYEINTALI 1)	3.345,59

COUNTRY	Project	Pillar	LoA Type	Org Type	Regional Global	Period	NAME	TOTAL
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION ALECHAUNG VILLAGE (CFPPA-ALECHAUNG)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	CHIN FOREST AND FARM PRODUCTS PRODUCER COOPERATIVE ASSOCIATION CHINSU VILLAGE (CFPPA CHINSU)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION - NAUNG BO VILLAGE (CFPPA-NAUNG BO)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-06	COMMUNITY FOREST PRODUCTS PRODUCER ASSOCIATION - KYAUNK TAING VILLAGE (CFPPA-KYAUK TAING)	3.345,59
MYANMAR	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2017-11	MYANMAR ENVIRONMENT REHABILITATION-CONSERVATION NETWORK (MERN)	65.921,00
MYANMAR	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2015-01	NETWORK ACTIVITIES GROUP (NAG)	2.000,00
MYANMAR	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2015-02	ECOSYSTEM CONSERVATION AND COMMUNITY DEVELOPMENT INITIATIVE (ECCDI)	60.000,00
MYANMAR	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2015-02	MYANMAR ENVIRONMENT REHABILITATION-CONSERVATION NETWORK (MERN)	73.930,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2015-12	FRIENDS OF WILDLIFE (FOW)	15.000,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2015-12	SOCIAL VISION SERVICES (SVS)	15.000,00
MYANMAR	812/GER	PILLAR 1	PA	NGO	COUNTRY	2015-12	MYANMAR ENVIRONMENT REHABILITATION-CONSERVATION NETWORK (MERN)	35.000,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-11	FRIENDS OF WILDLIFE (FOW)	17.000,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-11	MYANMAR CERAMIC SOCIETY (MCS)	14.735,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-11	SWANYEE DEVELOPMENT FOUNDATION (SDF)	14.100,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-11	MYANMAR HEART DEVELOPMENT ORGANIZATION (MHDO)	15.000,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-11	ECOSYSTEM CONSERVATION AND COMMUNITY DEVELOPMENT INITIATIVE (ECCDI)	15.000,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-11	SOCIAL VISION SERVICES (SVS)	15.021,00
MYANMAR	812/GER	PILLAR 2	SG	FFPO	COUNTRY	2016-06	MYANMAR ENVIRONMENT REHABILITATION-CONSERVATION NETWORK (MERN)	30.000,00
MYANMAR	114/FMM	PILLAR 1	SG	FFPO	COUNTRY	2017-09	MYANMAR ENVIRONMENT REHABILITATION-CONSERVATION NETWORK (MERN)	100.000,00
MYANMAR	114/FMM	PILLAR 1	SG	FFPO	COUNTRY	2017-10	SOCIAL VISION SERVICES (SVS)	20.000,00
MYANMAR	114/FMM	PILLAR 1	SG	FFPO	COUNTRY	2017-10	CENTRAL COOPERATIVE SOCIETY LTD (CCS)	20.000,00
MYANMAR	812/GER	PILLAR 1	SG	NGO	COUNTRY	2013-05	NETWORK ACTIVITIES GROUP (NAG)	7.000,00
NEPAL	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2014-04	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	37.895,00
NEPAL	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2014-04	FEDERATION OF NEPAL COTTAGE AND SMALL INDUSTRIES (FNCSI)	28.431,00
NEPAL	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2014-04	FEDERATION OF COMMUNITY FORESTRY USERS NEPAL (FECOFUN)	34.017,00
NEPAL	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2014-06	ASIA NETWORK FOR SUSTAINABLE AGRICULTURE AND BIORESOURCES (ANSAB)	26.093,00
NEPAL	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2015-02	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	20.483,00
NEPAL	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-05	DALIT ALLIANCE FOR NATURAL RESOURCES (DANAR) NEPAL	15.625,00
NEPAL	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2015-05	GREEN GOVERNANCE NEPAL	16.833,00
NEPAL	495/MUL	pillar 1	SG	NGO	COUNTRY	2015-05	CENTER FOR POLICY ANALYSIS AND DEVELOPMENT (CPAD)	17.000,00
NEPAL	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2015-05	NATIONAL FARMER GROUP FEDERATION (NFGF) NEPAL	15.583,00
NEPAL	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2015-07	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	67.293,00
NEPAL	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-08	FEDERATION OF NEPAL COTTAGE AND SMALL INDUSTRIES (FNCSI)	71.251,00
NEPAL	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-08	FEDERATION OF COMMUNITY FORESTRY USERS NEPAL (FECOFUN)	69.955,00
NEPAL	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-08	NATIONAL FARMER GROUP FEDERATION (NFGF) NEPAL	13.786,00

COUNTRY	Project	Pillar	LoA Type	Org Type	Regional Global	Period	NAME	TOTAL
NEPAL	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-08	GREEN FOUNDATION NEPAL (GFN)	10.500,00
NEPAL	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-08	ASSOCIATION OF FAMILY FOREST OWNERS NEPAL (AFFON)	11.490,00
NEPAL	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-08	SHREE PASHUPATI KAILASHPURI COMMUNITY FOREST USER GROUP	12.000,00
NEPAL	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-11	FEDERATION OF NEPAL COTTAGE AND SMALL INDUSTRIES (FNCSI)	63.997,00
NICARAGUA	495/MUL	PILLAR 1	PA	GOV	COUNTRY	2016-02	INSTITUTO NACIONAL FORESTAL (INAFOR)	48.915,18
NICARAGUA	495/MUL	OTHER	OTHER	OTHER	OTHER	2016-10	BLUEFIELDS INDIAN & CARIBBEAN UNIVERSITY	8.704,00
NICARAGUA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-10	URACCAN SIUNA	7.865,04
NICARAGUA	495/MUL	OTHER	OTHER	OTHER	OTHER	2016-12	UNIVERSIDAD NACIONAL AGRARIA (UNA)	8.728,04
NICARAGUA	495/MUL	PILLAR 1	PA	GOV	COUNTRY	2017-06	INSTITUTO NACIONAL FORESTAL (INAFOR)	24.806,81
NICARAGUA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2017-06	URACCAN SIUNA	8.252,72
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2017-12	VIETNAM FARMERS UNION - FFF/FAO	16.360,16
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2014-08	VIETNAM FARMERS UNION - FFF/FAO	23.571,99
VIETNAM	495/MUL	PILLAR 1	PA	NGO	COUNTRY	2014-08	TROPENBOS INTERNATIONAL	7.300,00
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2014-12	VIETNAM FARMERS UNION - FFF/FAO	16.459,56
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-03	VIETNAM FARMERS UNION - FFF/FAO	99.925,79
VIETNAM	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-01	VIETNAM FARMERS UNION - FFF/FAO	60.597,81
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2016-05	VIETNAM FARMERS UNION - FFF/FAO	100.031,23
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2017-04	VIETNAM FARMERS UNION - FFF/FAO	10.055,33
VIETNAM	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2017-05	VIETNAM FARMERS UNION - FFF/FAO	64.868,02
VIETNAM	114/FMM	PILLAR 1	PA	FFPO	COUNTRY	2017-03	VIETNAM FARMERS UNION - FFF/FAO	20.411,99
VIETNAM	114/FMM	PILLAR 1	PA	FFPO	COUNTRY	2017-03	VIETNAM FARMERS UNION - FFF/FAO	100.000,00
ZAMBIA	495/MUL	PILLAR 1	PA	FFPO	COUNTRY	2015-09	THE ZAMBIA NATIONAL FARMERS UNION	82.109,56
ZAMBIA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2015-10	ZAMBIA FORESTRY ACTION PROGRAMME - FORESTRY DEPARTMENT - NREP	29.527,33
ZAMBIA	495/MUL	PILLAR 1	SG	FFPO	COUNTRY	2016-10	KANYAMA MULTI PURPOSE COOPERATIVE	8.497,08
ZAMBIA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-10	MBOOLE RURAL DEVELOPMENT INITIATIVE (MRDI)	9.789,46
ZAMBIA	495/MUL	PILLAR1	SG	FFPO	COUNTRY	2016-10	KALONDA AGROFORESTRY AND BEEKEEPERS ASSOCIATION	8.436,03
ZAMBIA	495/MUL	PILLAR 1	SG	NGO	COUNTRY	2016-10	CHIBWIKI CHIEFDOM DEVELOPMENT TRUST	8.720,96
ZAMBIA	495/MUL	PILLAR 2	PA	GOV	COUNTRY	2016-10	MINISTRY OF LANDS NATURAL RESOURCES AND ENVIRONMENTAL PROTECTION (ZAMBIA)	8.731,14
ZAMBIA	114/FMM	PILLAR 1	PA	FFPO	COUNTRY	2017-05	COTTON ASSOCIATION OF ZAMBIA (CAZ)	43.009,00
ZAMBIA	114/FMM	PILLAR 1,2	PA	FFPO	COUNTRY	2017-05	PROVINCIAL FORESTRY OFFICE - NORTHWESTERN PROVINCE	20.452,00
ZAMBIA	114/FMM	PILLAR 1,2	PA	FFPO	COUNTRY	2017-05	PROVINCIAL FORESTRY OFFICE - SOUTHERN PROVINCE	53.867,00

Annex 3: List of small grants

FFF Small Grants phase I: 2015-2017

Country and organization	Purpose of Grant (Pillar 1)	Amount (USD)	Type of organization	Outreach nos. of people (and women)
Nepal				
Grants 2015-2016				
Dalit Alliance for Natural Resources (DANAR)	Strengthening capacity of the Dalit community in advocacy and business development (Amriso, bamboo) in Nawalparasi.	16,410	NGO supporting FFPOs	51 (47 women)
Center for Policy Analysis and Development (CPAD)	Strengthen business capacity of female smallholder producers in Nawalparasi (fish, incense, goats, dairy, vegetables, amriso)	17,000	NGO supporting FFPOs	61 (all women)
Green Governance Nepal	Support local communities through agro-forestry practices in un-used public land in Nawalparasi (Amriso, Sal leaf)	16,985	NGO supporting FFPOs	51 (all women)
National Farmer Group Federation (NFGF)	Strengthen small holder disadvantaged farmers (esp. women) for livelihood improvement in remote villages in Makwanpur District (beekeeping, goats)	16,850	FFPO	60 (all women)

Grants 2016-2017				
Pashupati Kailashpuri Community Forest User Group Piple, Chitwan	Bio-briquette enterprise and upgrading business skill among producer group	12,000	FFPO	9 members Biochar-group; 4 Biochar entrepreneurs 1 woman
Green Foundation Nepal	Strengthening Production and Business Capacity of the Women and Poor Members of Manakamana Gadi, Piple Pokhara and Niureni Community Forest, by Promoting Wooden Handicraft	10,500	NGO supporting FFPOs	30 members, 24 women.
Adhar Ekata Mahila Santha, Kavrepalanchok, Nepal	Enhance capacity of women producer groups to establish forest and farm based enterprise (cardamom, amrisho and vegetable)	11,951	NGO supporting FFPOs	3 producer groups, 38 members, all women.
National Farmer Group Federation (NFGF), Nepal	Livelihood improvement of small holder disadvantaged farmers specially women of Belautedada, Manpang VDC of Tanahu District	14,478	FFPO	45 members, 38 women
Association of Family Forest Owners Nepal (AFFON)	Livelihood improvement through agroforestry of the family forest owners of Bharbhanjyang and Bhanu VDC of Tanahu district.	11,490	FFPO	32 members, 22 women
Nepal small grants up to 2017		127,394		
The Gambia				
Grants 2015-2016				
All Gambia Forestry Platform	Strengthening the capacity of the secretariat and executives in enterprise development planning to give appropriate services to member CFC	9,815	FFPO	5672 (3083)

Brufut Allatentou Association	Promoting horticultural production alongside community forestry	7,000	CBO	285 (283 women)
Japanteh Society	Improved capacity to invest in production of organic manure and tree seedlings.	7,000	Village group/CBO	100 (67 women)
Aquaculture farmers Association	Strengthening aquaculture business skills and support forming regional federation	7,136	FFPO	160 (86 women)
Rural Development Organization	Support sustainable management of community forests with focus on enhancing business skills	7,460	NGO	330 (128 women)
Tumana Association for Development (TAD)	Increase capacity of community forest management committees and enhance productivity of vegetable growers.	7,104	Association of village groups	345 (205 women)
Bureng Adult Literacy Class	Strengthening capacity for community forest management plans and NWFP business opportunities for women	7,558	CBO	295 (176 women)
Rural Poultry Farmers Association	Increased capacity in quality of production and business model.	7,007	FFPO	185 (125 women)
Women Against Draught and Hunger in the Sahel (REFESA)	Support rural women and youth for NWFP business and market access.	7,583	NGO	172 (127 women)
Grants 2017				
NACOFAG	Enhancing capacities of FFPOs and their groups on governance, entrepreneurship and business development.	14,992	FFPO	155 (81 women)
NAFP	Capacity development for improved business and nutrition for small and medium food and beverage processors through simple technological innovations in processing.	12,475	FFPO	65 (57 women)

URCOFA	Income generation and sustainable forest management through tree nursery management and apiculture.	14,982	FFPO	477 (93 women)
Tumani Tenda	Capacity enhancement on eco-tourism camp management	14,997	FFPO	134 (74 women)
Gambia small grants up to 2017		125,476		
Liberia				
2015-2016				
National Charcoal Union of Liberia (NACUL)	Strengthening of NACUL Capacity and Mobilization of Charcoal Producers in Grand Cape Mount County	25,000	FFPO	598 (140 women)
2016-2017				
National Charcoal Union of Liberia (NACUL)	Strengthening of NACUL Capacity and Mobilization of Charcoal Producers in Margibi County	35,000	FFPO	1350 (498 women)
2017				
National Charcoal Union of Liberia (NACUL)	Strengthening of NACUL capacity and mobilization of charcoal producers in Montserrado County	20,000	FFPO	
BOTPAL	Strengthening of NTFP capacity and mobilization of NTFP producers in Nimba County	9,965	FFPO	

Liberia small grants up to 2017		89,965		
Myanmar				
Grants 2015-2016				
Ecosystem Conservation and Community Development Initiative (ECCDI)	Establishment of community forest products producer association and strengthening community forestry enterprises in Southern Shan State	60,000	NGO: Supporting FFPOs	300+ (80+ women)
Myanmar Ceramic Society	Establishment of Township-level Association of Wood and Ceramics Producers' Groups in Nyaungshwe (ETA)	15,000	NGO Supporting FFPOs	100+ (30+ women)
Ar Yone Oo- Social Development Association	Promoting Rural Livelihoods through Community Forestry in Chin State of Myanmar	15,000	NGO Supporting FFPOs	100+ (30+ women)
Friends of Wildlife (FOW)	Ensuring the sustainability of Chin Producer Cooperative Association involving in Sub-regional level CFPPA of Rakhine through forest-farm practices and market-led approaches	15,000	NGO Supporting FFPOs	100+ (30+ women)
Social Vision Services (SVS)	Facilitating the formation and strengthening of Smallholder producer groups into Township Level Producers Association in Ayeyarwady Delta forest landscape	15,000	NGO Supporting FFPOs	100+ (30+ women)
Grant 2016 - 2017				
ECCDI	Establishing and Strengthening CFPPAs in Bago and Ayeyarwady Regions, and Chin, Southern Shan and Rakhine States	60,000	NGO Supporting FFPOs	100+ (40+ women)
SVS	Establishment of Myanmar Women's Leadership and Conservation Network (MWLCN)	20,000	NGO Supporting FFPOs	25+ (5+ women)

Central Cooperative Society (CCS)	Enhancing Business Development of Small Holder Producers through Raising Financial Management and Access to Finance through Cooperative Approach	20,000	NGO Supporting FFPOs	100+ (40+ women)
Community Forest Products Producer Association- Kyeintali Township (CFPPA- Kyeintali) Southern Rakhine, Myanmar	To alleviate the poverty through income generation by selling locally made marketable bamboo products	6,000	FFPO	100+ (40+ women)
CFPPA-East Meinmahla Bogalay Township, Ayeyarwaddy Region, Myanmar	Improved and demonstrated forest products-based business development in East Meinmahla, Bogalay Township	6,000	FFPO	100+ (40+ women)
CFPPA-Pinlaung Southern-Shan State, Myanmar	Improved and demonstrated forest products-based business development in Pinlaung Township, Paung Laung region	6,000	FFPO	100+ (40+ women)
CFPPA-Alechaung Ywa Ngan Township, Southern-Shan State, Myanmar	Improved forest products-based business development in Alechaung Village, Ywa Ngan township by raising 50% the profit within 6 months through selling coffee as a value-added product	3,500	FFPO	100+ (30+ women)
CFPPA - Kyeintali-1 Gwa Township, Southern-Shan State, Myanmar	To generate the income of CFPPA members from Nippa palm by making marketable roofing	3,500	FFPO	100+ (30+ women)
CFPPA-Naung Bo Nyaung Shwe Township, Southern-Shan State, Myanmar	To raise the income of CFPPA's members through developing the livelihoods based business in Naung Bo Village, Nyaung Shwe Township, Southern Shan State	3,500	FFPO	100+ (30+ women)

CFPPA-Wartayar Pintaya Township, Southern-Shan State, Myanmar	To increase income within 6 month in 30% by selling value-added bamboo products from CFPPA-Wartayar's members	3,500	FFPO	100+ (30+ women)
CFPPA-Dalapin Ywangan Township, Southern-Shan State, Myanmar	Improved and demonstrated forest products-based business development in Dalapin Village, Ywangan Township	3,500	FFPO	100+ (30+ women)
CFPPA-Myinkyadoe Village Ywangan Township, Southern-Shan State, Myanmar	Improved and demonstrated forest products-based business development in Myinkyadoe Village, Ywangan Township by getting more price in 50% within one year by selling coffee and local products from CFPPA's members	3,500	FFPO	100+ (30+ women)
CFPPA-Nyaung Wun Village Nyaung Shwe Township, Southern-Shan State, Myanmar	Improved and demonstrated forest products-based business development in Nyaung Wun Village, Nyaung Shwe Township through increase the productivity of crops in 50% by giving a loan for CFPPA's member in Nyaung Wun Village	3,500	FFPO	100+ (30+ women)
CFPPA-Yagyi Ywangan Township, Southern-Shan State, Myanmar	Improved and demonstrated forest products-based business development in Yagyi village through value-added green tea making	3,500	FFPO	100+ (30+ women)
CFPPA-Kyauk Taing Nyaung Shwe Township, Southern-Shan State, Myanmar	Raise the income of CFPPA's members through developing the livelihoods based business in Kyauk Taing Village, Nyaung Shwe Township, Southern Shan State	3,500	FFPO	100+ (30+ women)
CFPPA-Nadaungkya Village Nyaung Shwe Township, Southern-Shan State, Myanmar	Community Forest Products Producer Association-Nadaungkya Village (CFPPA-Nadaungkya Village) Nyaung Shwe Township, Southern-Shan State, Myanmar	3,500	FFPO	100+ (30+ women)
CFPPA-Pwe Hla Village Pindaya Township,	Improved and demonstrated forest products-based business development in Pwe Hla	3,500	FFPO	100+ (30+ women)

Southern-Shan State, Myanmar	Village, Pintaya Township and to get the seedlings with relatively low price and adequate amount in Pwe Hla Village for livelihood development and sustainability of community forest			
CFPPA-Chinsu, Gwa Township, Southern-Rakhine State, Myanmar	Improved and demonstrated forest products-based business development in Chinsu village through the conservation and rehabilitation of surrounding forest, practicing	3,500	FFPO	100+ (40+ women)
Myanmar small grants up to 2017		280,000		
Nicaragua				
URACCAN - University of the Autonomous Regions of the Nicaraguan Caribbean Coast	Strengthening the capacities of companies' of the Community Forestry (EFCs) and Enhancing the organization of the Sumo Women's Government - Mayangna	8,330 (LoA 9,523)		
Nicaragua small grants up to 2017		8,330		
Guatemala				
Grants 2015 - 2016				
Asociación de Comunidades Forestales de Petén (ACOFOP)	The Association of Forest Communities of Petén (ACOFOP) is a community-based association, made up of 23 member organizations and indigenous farmers. ACOFOP is initiating efforts to promote new production chains in Petén, as an alternative development to enhance social welfare through integrated NRM as a strategy for environmental sustainability and poverty reduction.	50,000	FFPO	100+

FEDECOVERA	Strengthen the entrepreneurial and productive capacities of the producer organizations to execute enterprises and conduct agro-forestry rural businesses, with emphasis on the value chains through the design and development of a productive rural business training model in agroforestry activities	50,000	FFPO	31 (11 women)
Grants 2016 - 2017				
Asociación de Comunidades Forestales de Petén (ACOFOP)	Fortalecimiento a las organizaciones comunitarias que implementan el manejo, producción y transformación de productos forestales maderables y no maderables dentro y fuera de Áreas Protegidas en Peten”.	15,000	FFPO	531+ (328 women)
Asociación de Forestería Comunitaria Ut’z Che en representación de la Alianza Nacional de Organizaciones Forestales Comunitarias de Guatemala	Implementation of the communication strategy (redaction, spokesman, locution and photography courses for communicators). Supported the first and second stage of the participative communication strategy of two organizations of the alliance.	15,000	FFPO	
Asociación de Comunidades Forestales de Petén (ACOFOP)	“Fortalecimiento de capacidades técnicas y organizacionales de productores de bosques naturales en la RBM y fincas para el Sur de Petén”	40,000	FFPO	531 (328 women)
Cooperative federation of the Verapaces, FEDECOVERA	Strengthening of producer organizations through the development and implementation of the Rural School of Agroforestry Businesses. The pilot phase of the Rural School of Agroforest Business was completed, and the first graduates came out as agroforest producers and entrepreneurs. .	50,210	FFPO	27 (11 women)

Guatemala small grants up to 2017		220,210		
Bolivia				
Grants 2015 - 2016				
Asociación de Grupos Mancomunados de Trabajo MINGA	MINGA members are Bolivian indigenous and peasant communities in Chiquitanía region of Bolivia. Purpose of grant is to strengthen the organizational capacities of MINGA for an integral management of the forest and livelihood system for the integral and sustainable management of the forest and mother earth.	36,659	FFPO	1.400 families (6.300 persons)
Coordinadora Interinstitucional de Organizaciones Económicas Campesinas de Bolivia (CIOEC)	Strengthen the organizational capacities of CIOEC in the department of Pando to support smallholder's enterprises to obtain legal status.	43,466	FFPO	370
Asociación de Productores de Miel de San Ignacio de Velasco (APROVE)	Fortalecimiento de APROVE para que contribuyan activamente a la Seguridad Alimentaria de la población escolar urbana y conservación de Bosques	28,865	FFPO	70
Cooperativa Integral Agroextractivista Campesinos de Pando (COINACAPA)	Fortalecimiento de la Cooperativa COINACAPA, para mejorar los producción y comercialización de castaña orgánica, otorgar servicios a sus asociados	32,284	FFPO	205
Asociación Integral de Cosechadores, Productores y Transformadores de frutos del Abuná ASICOPTA/FAN (Pando)	Fortalecimiento de capacidades de ASICOPTA para mejora en el procesamiento de frutos amazónicos	29,471	FFPO	35

Grants 2017				
Association of Honey Producers of San Ignacio de Velasco - APROVE	Strengthen the Beekeepers Association of Velasco Province to actively contribute to Food Security of urban school population and forest conservation, through the beekeeping activity in the Municipality of San Ignacio de Velasco	40,223	FFPO	
Integral Cooperative Agro-extractivist Farmers of Pando - COINACAPA	Strengthen the co-op COINACAPA Ltda., to improve the processes of transformation and commercialization of organic chestnut, provide technical assistance services to its associates and contribute to the conservation of the Amazon forest, in the municipalities of Porvenir, Filadelfia, Bolpebra, Santa Rosa, Blanca Flor and Ixiamas	32,283	FFPO	
Central Indígena de Pueblos Originarios de la Amazonia de Pando (CIPOAP) y la Central Indígena de Mujeres de la Amazonia de Pando (CIMAP)	Fortalecimiento de las capacidades organizacionales de la Central Indígena de Pueblos Originarios de la Amazonia de Pando (CIPOAP) y la Central Indígena de Mujeres de la Amazonia de Pando (CIMAP), para que éstas logren facilitar el diseño e implementación de proyectos en beneficio de las Organizaciones Económicas Indígenas - OEI con base en la gestión integral del bosque y sistemas agroforestales y con ello se mejore la diversificación de los medios de vida de las familias	35,876	FFPO	2 FFPO 1,200 Familias (52% Mujeres)
Coordinadora Interinstitucional de Organizaciones Económicas	Fortalecimiento organizacional de la CIOEC Bolivia y de sus organizaciones afiliadas en los departamentos de Santa Cruz, La Paz y Beni para la elaboración de iniciativas o proyectos que les permitan acceder a recursos	29,956	FFPO	60 FFPO 1,000 Familias (51% Mujeres)

Campeñas de Bolivia CIOEC	financieros públicos y/o privados para diversificar sus medios de vida con base en el manejo integral y sustentable del bosque o la implementación de Sistemas Agroforestales y con ello reducir los niveles de pobreza de sus asociados			
Fundación Amigos de la Naturaleza	Servicios de Comunicación para el Desarrollo en apoyo a los Planes de Gestión Integral de Bosques y Tierras (PGIBT) en Bolivia	23,000	ONG	1 ONG 150 Familias (51% Mujeres)
Asociación de Grupos Mancomunados de Trabajo MINGA (Santa Cruz)	Fortalecimiento de MINGA, para mejorar los procesos de acopio, transformación y comercialización de frutos regionales de la chiquitanía, mejorando el ingresos de sus asociados y contribuyendo a la conservación del bosque seco chiquitano, en el municipio de San Ignacio de Velasco y San Miguel de Velasco	27,975	FFPO	60 FFPO 1,000 Familias (51% Mujeres)
Bolivia small grants up to 2017		360,058		
Kenya				
Grants 2015 - 2016				
Beyond 1 Billion Trees Mau Women CBO	Empowerment of B1B CBO women for development through capacity building on collective marketing of tree seedlings and strengthening of Nakuru tree Nurseries Association	4,950	CBO	21 (14 women)
Community food and environmental group	Enhancing Capacities of COFEG and the Nakuru Tree Nurseries Association for food security, environmental conservation and income generation	4,950	FFPO	102+ (62 women)

Junction Bamboo Tree Nursery & Conservation Group	Building the Capacities of Junction Bamboo Group members to Produce and Market Tree Nursery Products and strengthen Nakuru Tree Nursery County Association	4,950	FFPO	28+ (11 women)
Lake Elementaita Self Help Group	Strengthening capacities of Lake Elementaita Self Help Group and the Nakuru Tree Nursery Association	4,950	FFPO	43+ (23 women)
Lariak community forest association	Enhancement of capacities of Lariak CFA in High Value Fruit Tree Nurseries management and Formation of Laikipia Tree Nursery Association	4,950	FFPO	40+ (18 Women)
Laikipia Livestock Marketing Association	Strengthening capacities of LLMA in Honey production and Marketing and Formation of Laikipia Honey Producers Association	4,950	FFPO	52+ (16 women)
Marura Environmental Conservation Community Based Organization	Strengthening capacities of Marura Environmental Conservation CBO and Establishment of a product based Association	4,950	CBO	20+ (12 women)
Menengai Crater Bee Keepers		4,950	FFPO	25+ (11 women)
Nettle World Group	Building the Capacity of Nettle World Group on production of Stinging Nettle and Sandal wood and Formation of a marketing Association	4,950	FFPO	37+ (16 women)
Shamanek Community Forest Association	Capacity building in Beekeeping and tree Nursery Enterprise Establishment for Shamanek CFA and Formation of a Product Based Association	4,950	FFPO	62+ (29 women)
Tumaini Mwangaza Investment Self Help Group	Establishment of a Smallholder Timber Enterprise Project (STEP) for Improved Incomes through Collective Learning and Marketing of Timber and Associated Products	4,950	FFPO	15 + (8 women)
Yaaku Cultural Group	Building the capacities of Yaaku Cultural Group in Honey and Poultry production and Establishing a Product Based Association	4,950	CBO	20+ (11 women)

Grants 2016-2017				
Nakuru County Tree Nursery Association (NCTNA)	Capacity development of tree nursery operators in Nakuru County for improved seed quality and certification.	9,900	FFPO	402+ (108 women)
Nakuru Smallholder Timber Association (NASTA)	Capacity development of smallholder timber producers in Nakuru County for certification and access to better markets	9,900	FFPO	1067+ (324 women)
Nakuru Smallholder Fruit Producers Association (NASFPA)	Capacity Development of smallholder fruit producer groups in Nakuru County for enhanced incomes and Food security	9,900	FFPO	504+ (264)
Laikipia Smallholder Tree and Fruit Production Association	Capacity development of smallholder fruit growers to produce and market quality products	9,900	FFPO	630+ (222 women)
Laikipia Livestock Marketing Cooperative	Capacity development of pasture producers to establish and market quality products	9,900	FFPO	66 (28 women)
Laikipia County Farmers Bee Keepers Association	Capacity development of Beekeepers to associate and market quality honey	10,000	FFPO	823 (277 women)
Grants 2017				
Community Tree Nursery Growers Association of Kenya (COTNGAK)	Strengthening of national and county level tree nursery associations in Kenya	10,198	FFPO	1,000+ (500 women)
Kenya National Farmers' Federation (KENAFF)	Registration of FF-SPAK and support to farm forestry producers in Kenya	20,346	FFPO	2,200,000 (20% women)

Kenya small grants up to 2017		149,444		
Vietnam				
Grants 2016				
Vietnam National Farmers Union	<ul style="list-style-type: none"> • Cinnamon group in Dao Thinh Commune, Tran Yen District, Yen Bai • Acacia group in Phu Thinh Commune, Yen Binh District, Yen Bai • Magnolia group in Chu Huong Commune, Ba Be District, Bac Kan Province • Star anise group in Chu Huong Commune, Ba Be District, Bac Kan Province • Magnolia group in Dao Thinh Commune, Ba Be District, Bac Kan Province 	60,678	FFPO	84 (44 women)
Grants 2017				
Vietnam National Farmers Union	Supporting enterprise development demonstration projects in Yen Bai, Bac Kan, Thai Nguyen and Phu Tho provinces in Vietnam	65,000	FFPO	1,887 (407 women)
Vietnam small grants up to 2017		125,678	FFPO	
Zambia				
Grants 2016-2017 (signed Oct 2016)				
Kanyama Multi-Purpose co-operative Society Limited, Mwinilunga	Institutional strengthening of Kanyama cooperative for business and natural resources management	8,734	FFPO	16 (5 women)

Chibwika development Trust (CDT), Mwinilunga	Honey Bulking center	8,964	CBO	18 (7women)
Choma District Forest Office	Enhancing tree nursery business in Choma	8,974	Local Gov.	13 (7women)
Kalonda Agroforestry and Beekeeping Association, Choma	Honey Bulking center	8,671	FFPO	35 (14 women)
Mboole Rural Development initiative (MRDI), Choma	Mboole response to climate change	10,062	CBO	65 (30 women)
Zambia small grants up to 2017		45,405		
TOTAL SMALL GRANTS FFF 2015-2017		1,531,960 USD		

Annex 4: The FFF team



The Manager (FAO HQ)	Jeff Campbell
Forestry Officers/Country Coaches (FAO HQ)	Sophie Grouwels Jhony Zapata
Regional and Global Team (IUCN)	Chris Buss (not pictured) Pauline Buffle
Communications team (FAO HQ)	Marguerite France-Lanord (50%) Marco Perri (25%) Luca Paolini (25%)
APO (Germany)	Svea Senesie
Knowledge Generation and Monitoring and Learning team (IIED)	Duncan Macqueen Anna Bolin
General Services team (FAO HQ)	Zoraya Gonzalez Ulrika Haggmark Martina Guerra Tatiana Lebedeva Elin Erikson (not pictured)
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Intern/Part time Consultant	Erik Andervad (not pictured)
Intern	Michaela Lo (not pictured)
SP3 Liaison/Consultant	Francesca Guarascio
Part time consultant (editor)	Sandra Cordon (not pictured)

Country Facilitators	
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Guatemala	Ogden Antonio Rodas
Kenya	Philip Kisoyan
Liberia	Kolly Allison
Myanmar	Aung Thant Zin (ATZ)
Nepal	Racchya Shah
Nicaragua	Leonardo Chavez
The Gambia	Kanimang Camara
Vietnam	Vu Le Y Voan
Zambia	Vincent Ziba

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