



Food and Agriculture
Organization of the
United Nations



FOREST AND FARM FACILITY



Forest and Farm Producer Organizations at the center of sustainable development, rural economies and landscapes

Forest and farm producers – smallholders, communities, indigenous peoples and women’s groups are the primary producers of food, forest products and ecosystem services.

Their role is central for reducing rural poverty and delivering food security, social protection, landscape restoration and sustainable management, biodiversity conservation and climate change mitigation and adaptation.


They are stronger and more effective when they are organized but not enough resources are invested in them.

Coordination and dialogue across sectors within government and the contributions of many stakeholders are vital to help them address the many challenges they face.

The Forest and Farm Facility (FFF) a source for solutions

- 1. FFF strengthens forest and farm producer organizations for improved business and livelihoods and effective engagement in policies.**
- 2. FFF helps governments to reinforce coordination across sectors and in implementing more integrated and comprehensive solutions with forest and farm producer organizations towards sustainable management at landscape scale.**
- 3. FFF links producer organizations and innovative governments to learn from each other, share their concerns and solutions, and amplify their voices at local, regional and global levels.**

The FFF is a partnership between the Food and Agriculture Organization of the United Nations (FAO), International Institute for Environment and Development (IIED) and the International Union for the Conservation of Nature (IUCN) currently funded by Sweden, Finland, Germany, the USA and AgriCord, through its Farmers Fighting Poverty Programme. We work together with and provide resources directly to forest and farm producer organizations and governments in 10 countries. FFF responds to local needs, adapts to country context, and complements with other ongoing initiatives.



WHY WE DO THIS?

Organized forest and farm producers are central to the transformative change needed to ensure that rural communities can prosper on their own terms, adapt and respond to climate change, and maintain their legal rights in the face of escalating pressure for land and resources.

Supporting the primary producers

Collectively, forest and farm producers are the largest rural private sector to secure food, energy, construction materials and income. But their demands for appropriate support remain largely unmet, which undermines their tremendous potential.

Natural resources are under increasing pressure worldwide, and so are the people who depend on them. Climate change, population growth and inequitable and unsustainable consumption patterns are threatening ecosystems and communities, and rural people are struggling to secure their tenure and sustain their livelihoods.

They face many other challenges, too – such as the lack of business skills, the lack of finance and technical support, the lack of marketing power that comes from scale, and the lack of an influential voice to ensure that government policies provide fair reward for effort.

Forests and farms are inseparable components of the livelihood strategies and landscape management systems of smallholders worldwide. Yet most sectoral approaches fail to provide integrated approaches.

Most international development assistance is directed at either the very broad scale in an attempt to bring about global policy changes, or at the very small scale, on one-off projects. The vast middle ground – where locally controlled businesses and communities strive for opportunities – has been left largely unattended. The FFF is designed and steered by representatives of those producers to fill that support gap.

Transformative scale

The FFF believes that organized local forest and farm producers are at the core of a sustainable future – not just for the local cultures, landscapes and economies they are capable of fostering, but at global scale for the international community, environment and economy.

The sheer numbers of local smallholders, communities and Indigenous Peoples who know and love their forests and farms offers transformative scale. They generally want to build their own enterprises that improve livelihoods, sustain and restore the natural resources that underpin them and secure intergenerational well-being. Strengthening the horizontal linkages between such producers and their enterprises has tremendous potential for scaling up their influence and creating thriving rural economies for the long term.

Strong producer organizations hold the key to reversing unsustainable trends – such as land degradation and the out-migration of the young – that are destroying rural landscapes and communities. They can help democratize, carve out and enforce legal space for decent rural livelihoods and opportunities for future generations.

Organized forest and farm producers with indigenous and local knowledge are also best placed to meet the challenges posed by climate change. Their local incentive to manage and restore forested landscapes can both mitigate climate change – such as by increasing the carbon stored in landscapes – and develop innovative adaptive responses to it. Action on climate change in the land-use sector will be ineffective without such organized forest and farm producers in the mix.

The vision of the FFF is transformation at scale – the millions of small-scale forest and farm producers worldwide, if well organized, have immense transformative power. The FFF aims to help them harness it.



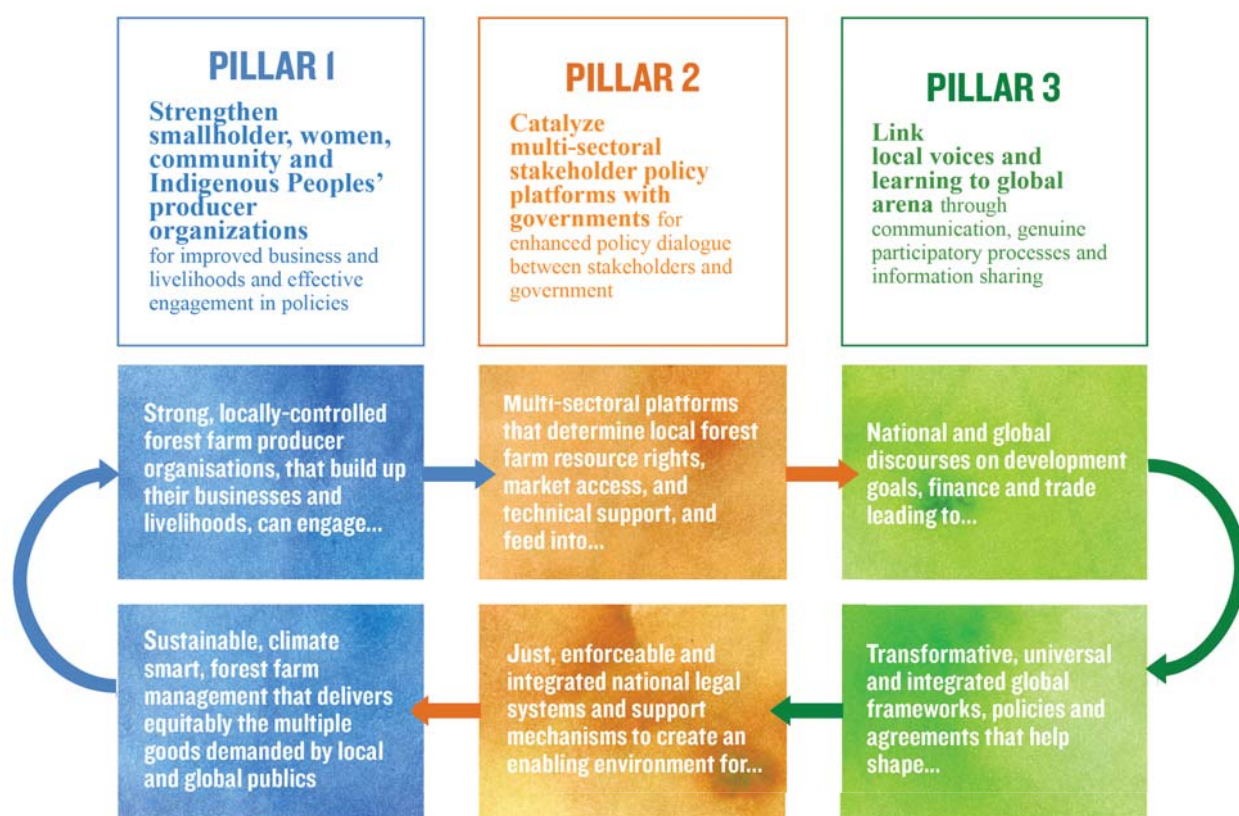
The FFF supports forest and farm producer organizations and government agencies in ways that are tailored to the unique context of each country. In all cases it plays a catalytic role by seeking synergies, encouraging innovation, building on promising local and national processes and helping resolve conflicts. The FFF also supports regional and global associations of forest and farm producer organizations to bring the voices of local producers to world attention.



HOW WE WORK?

Theory of change

The FFF has a strong and coherent theory of change that links its three pillars of activity.



Necessary and flexible complementarity

In its national programmes, the FFF encourages locally controlled forest and farm producer organizations to identify the most effective entry points by which reforms in the governance of the forest and farm sector can be achieved. The stronger and more united the local voices, the more likely they are to achieve positive change. This internally driven approach is an essential complement to external approaches – such as those associated with climate change and REDD+, Forest Law Enforcement Governance and Trade (FLEGT) initiatives, and the implementation of the International arrangement on forests and the Sustainable Development Goals – because it ensures that such external processes are properly adapted to the local context.

Our experience has shown that responsiveness and adaptability to the needs and circumstances of each country make a big difference. For this reason we employ a flexible, adaptable format that makes best use of the strengths of each country and addresses its most important weaknesses.

Country activities

Locally driven priorities

FFF works primarily at the country level and takes the same initial approach in each country: an overall scoping study, a launching workshop; an assessment of needs through a an in-depth baseline study of the pilot areas feeding into the participatory monitoring and learning; locally driven agreements on priorities; formulate proposals for support; grant financing and monitoring; set up a small grants mechanism, develop a national FFF communication plan. The supported activities:

- reflect the country context and local priorities;
- respect national dynamics among stakeholders;
- promote linkages across sectors; and
- stimulate dialogue among parties.

Effective delivery mechanisms

One of the FFF's biggest strengths is that it delivers resources directly to producer organizations at a low transaction cost. Through letters of agreement, funds are quickly available for the implementation of locally prioritized activities. Seventy seven percent of the total budget goes to programme implementation. On average, each participating country receives US\$600 000 in direct support over the initial three years.



Global and regional grants

The FFF's regional and global grants (letters of agreement) help link national, regional and international networks that represent forest and farm producers and forest rights-holders so they can pursue shared agendas and strengthen their advocacy strategies. Among other things they help:

- bring local success stories to the notice of global decision-makers with the aim of facilitating local-level investments; and
- shape international and national policies and action by sharing the local knowledge and experiences of forest and farm producers.



WHAT WE ARE ACHIEVING?

Rapid deployment

Since its start in 2013, the FFF has provided direct support to more than 100 local forest and farm producer organizations, nine national federations, and government agencies in ten countries: Bolivia, the Gambia, Guatemala, Kenya, Liberia, Myanmar, Nepal, Nicaragua, Viet Nam and Zambia, and to three global and two regional forest and farm producer alliances. In total, these bodies represent more than 40 million people.

The aim of the partnership agreements is to improve the organization of forest and farm producers and thereby boosting livelihoods and growing businesses. A comprehensive and participatory Monitoring and Learning framework is in place.

Concrete results

Better market access for a range of products and small enterprises in each country, including those associated with sustainable wood production, wood management services, bamboo, rattan, textiles, fish, honey, nuts, craft and other non-wood forest products, through organizational development, business training, and producer-producer exchanges. Getting organized has doubled prices in several cases.

Active engagement of forest and farm producer organization in national and subnational processes through 224 planning meetings, 91 meetings of 18 in-country multisectoral processes. Multisectoral platforms are moving from being responsive to becoming more proactive.

Strong impact on national policy processes through the creation of 15 networks or linkages that benefit producers, 25 policy change targets, and three policy mechanisms.

Greater visibility in regional and global fora.





With more support, the FFF can deepen its work in the pilot countries and expand to other countries, thereby scaling up its impacts and entrenching forest and farm producers as key players in shaping national, regional and global policies.

The FFF is unique, and its approach is tailored to suit each country

In Bolivia, women's enterprise groups are being trained in market analysis and development.

In Bolivia, farmers and indigenous organizations of forest and agricultural producers are being trained in analysis and development of markets to develop economic enterprises to diversify their livelihoods. The FFF has earned the trust between producer organizations and local governments as a **catalyst** for economic initiatives for integrated forest management. FFF is contributing to strengthening the capacities of peasant and indigenous organizations to improve access to technical assistance and financing for projects to promote integrated rural economic development. All these efforts are undertaken in collaboration with the national government and local levels, development partners and producer groups to find solutions to climate change, helping to implement the Framework Law of Mother Earth.

In the Gambia, the Agriculture and Natural Resources – multistakeholder multisectorial - Platform, which is chaired by producers, is now briefed before and after the government attends global meetings.

The FFF is a **driver of change**. It is supporting the National Farmers Platform of the Gambia (NFPG) and its 450 affiliated groups as they strive to create an integrated enabling environment for forest and farm producer organizations. The NFPG is now chairing the Agriculture and Natural Resources Platform, advocating for enabling policy environment for forest and farm producer organizations, including securing forest rights through community forest management committees.

In Guatemala, the FFF is increasing access to forest management incentives.

The FFF is providing the **cross-sectoral glue** that integrates support from initiatives such as FLEGT, the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (UN-REDD), and forest landscape restoration and the goals and needs of the 400 member organizations of the National Alliance of Community Forestry Organizations. The FFF is supporting the piloting of new forest business models, the participation of the Alliance in national policy dialogues, and the installation of new forest incentive programmes and enforcement agencies.

In Kenya, the FFF is helping develop a growing farm forestry sector by linking producers in cooperatives and associations.

It is **adding value** by helping farm tree-grower groups and community forest associations including Farm Forest Smallholder Producers Association Kenya to strengthen their networks and to work efficiently and at scale in meeting a market gap in the supply of timber and woodfuel.

In Liberia, the engagement of the Farmer Union Network (FUN) is already influencing policymakers, donors and communities to empower women, youth and smallholder forest and farm producers.

The FFF is a **reliable supporter** of forest and farm producer groups in the FUN, seeking to strengthen capacity to increase the incomes of forest farmers and thereby helping them cope with and recover from shocks such as the Ebola outbreak and to resist corporate land grabs. The FFF is also helping communities to participate in and influence ongoing national dialogues and programmes (such as the Liberian Forestry Fund) towards zero deforestation.

In Myanmar, FFF activities to familiarize government staff with the needs and potential of community forestry businesses are helping change the discourse.

The FFF **nurtures innovation** by supporting forest user groups in developing township-level marketing associations for their products, helping build small enterprises that contribute to Myanmar's economic growth, supporting legitimate claims on forest use, and piloting the Community Forest National Working Group.

In Nepal, training provided by the FFF has enabled producers to diversify and increase the sustainability of their businesses.

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FFF is an **enterprise facilitator** among Nepalese forest farm producer groups, capitalizing on the organizational strength of the Federation of Community Forest Users Nepal (FECOFUN) and increasing their service provision for effective community based business through the partnership with the Federation of Nepal Cottage and Small Industries (FNCSI). The FFF is working with FECOFUN to drive integration between forestry and agriculture and to decentralize multisectoral platforms to the district level to enhance coordination and decision-making.

In Nicaragua, the FFF is supporting Mayangna and mestizo women's organizations in the buffer zone of the Bosawás Biosphere Reserve to develop their capacity, organization and businesses.

The FFF is contributing to strengthen the Governance of indigenous peoples such as the Mayangna Nation and mestizo forest farmers in Nicaragua's main remaining forest area. It is **helping achieve successful outcomes** by supporting women's producer organizations and developing a local-level cross-sectoral platform in the Bosawás Biosphere Reserve, and it is providing forest and farm producers in the Mayangna and mestizo communities with business development training.

In Viet Nam, the FFF works with the Vietnamese Farmers Union towards increasing its support to its members for increased benefits from their forest products.

The FFF is a **linking and capacity-building** partner by helping forest and farm groups organize and link to markets and climate-change resources (such as UN-REDD) through the Vietnamese National Farmers Union. The aim is to expand knowledge on diverse tree-growing for emerging markets, growing trees over longer rotations, group forming for improved marketing and developing added-value processing that will enhance economic, social and environmental sustainability.

In Zambia, the FFF is working with the Zambia National Farmers' Union and the Forest Department to help smallholders organize and grow stronger.

The FFF is a **connector and catalyst**, helping forest farmers in the Zambia National Farmers' Union (ZNFU) to develop new agroforestry business organizations. FFF is promoting tree growing as a business in Tobacco degraded farming systems of Choma using the ZNFU information centers. Further FFF supports the conservation of Natural Forest in Mwinilunga through promoting sustainable Forest and Farm business models in cooperatives and ZNFU farmer group networks. FFF is also helping to strengthen small forest farmers' voice to link with District and National policy makers through local and national platforms of ZNFU to the government national forums organized by the Forest department and Ministry of Finance to help shape – and implement – national policies and laws.

Linking local voices and achieving change in global processes

FFF amplifies regional or global voices through support to regional and global partners.


The Asian Farmers Association (AFA) has organized consultations at village level to improve their understanding on how their members in 13 countries depend on wood and non-wood forest products. Dialogues with key ministries in Myanmar and with regional intergovernmental institutions and NGO partners have started to share experiences, and challenges faced by AFA members living in forested landscape.

The Global Alliance for Community Forestry (GACF) has organized a regional workshop to strengthen its membership and network. In addition, it facilitated dialogue and consultations concluded by an “Asia Community Forestry Network Declaration” proposing a common standard for all its members in the pursuit of fair and equal rights for all forest-dependent communities in Asia and beyond.

In collaboration with FFF management team, the International Family Forestry Alliance (IFFA) which represents the voice of family forestry worldwide organized several global and regional conferences including the First Pan African Farm/Family Producer Organisations Conference. A detailed background paper on the institutional environment of farm forestry in Africa was produced. Producer organizations found a consensus and agreed on a Resolution to urge national, regional and global policies to take action to tackle the problems they are facing.

The Alianza Mesoamericana de Pueblos y Bosques (AMPB) has convened several grassroots level consultations among its indigenous and community members which led to a consensus on the most pressing policy influencing topics to tackle the issues faced by Indigenous Peoples in a changing climate. After a successful campaign and presence at the COP in Lima, AMPB has been networking at regional and global level, following a strong roadmap to Paris, in order to find a strong consensus to pursue the same agenda for UNFCCC COP in Paris.

The International Alliance of Indigenous and Tribal Peoples of the Tropical Forests (IAITPTF) has reiterated its commitment to the Three Rights Holders Group (or G3) with IFFA and GACF. The G3 took part in the workshop of the Major Groups of the UNFF during which a document with concrete recommendations for UNFF 11 was developed. The G3 members advocated for a stronger involvement and connection of civil society, putting back local control at the center of the discussions.





OUTCOMES AND IMPACTS

The FFF improves livelihoods, decision-making and sustainability within forest and farm landscapes by strengthening organizations of smallholders, communities, indigenous peoples and women's groups.

Confident of impact

The FFF will have had a concrete impact on people's lives and on integration of local needs into national natural resource management and development policies.

Organized forest and farm producers will capture a wide range of benefits, such as increased tenure security and access rights to forests; greater access to and returns from markets; better technical and financial support and a stronger voice in policy development. Associations and federations of forest and farm producer organizations will develop their own capital reserves, invest in social protection measures and improve prospects for attracting additional credit and investment. Growing networks of small businesses and community land managers will help diversify local economies.





Advances in three integrated pillars of activity

Pillar 1: With the support of the FFF, strengthened forest and farm producer organizations in all partner countries will:

- negotiate policies and legality that secure fair land and commercial forest resource rights;
- incubate legal and sustainable businesses whose benefits accrue locally;
- link producers to technical and business development support and finance;
- create structures and processes to channel climate finance for mitigation and adaptation.

Pillar 2: With the support of the FFF, multi-stakeholder, multisectoral platforms in each partner country will:

- enhance the preparedness and representation of forest and farm producer organizations;
- build better understanding between forest-farm producers and government agencies and between sectors;
- negotiate and track the implementation of policy responses;
- reduce confusion and conflict around land use, rights and departmental agendas.

Pillar 3: With the support of the FFF, regional and international federations of local forest and farm producer organizations will:

- identify international policy agendas whose formulation will affect their members;
- develop broader collective understanding and advocacy responses to those agendas;
- engage directly to ensure that their views are taken into consideration and that their members are informed of the outcomes.

WHY US?

We are guided by the people we support


The FFF steering committee is composed of women and men, the majority of whom are affiliated with forest producer organizations, community forestry organizations and indigenous peoples' organizations, but also with members drawn from the international research community, business development and financial service providers, government, and donors.

We work as a partnership

The FFF is a unique partnership between the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED) and the International Union for Conservation of Nature (IUCN), combining the assets of each organization. The FAO hosts the core team and provides administrative support, technical knowledge and country contacts, linking to and supporting policy making of partner country governments. IIED is active in the analytical work, especially through the FFF's monitoring and learning system and the formulation of lessons learned. With its large global network and presence in FFF partner countries, IUCN supports regional and global activities.

We build on practical local initiatives

The FFF provides a focused and practical approach to working within the current global agendas: the need for practical local responses to climate change; the growing global interest in forests within landscapes; the essential role of forests in food security; the emphasis on "green" economies; the potential power of the small-scale and medium-scale private sector to scale up local change; and a new sustainable development framework.



A man in a brown hoodie is working with wood in a workshop. He is looking down at a piece of wood he is holding. The background shows stacks of wood and a wooden structure. The hoodie has a patch that says "Hollid" and "1922".

How the FFF adds value?

- **We engage directly with forest–farm producer organizations**
–women and men producers as primary private-sector actors, the custodians of many environmental services, and traditional rights-holders.
- **We build practical market analyses, enterprise development skills**
and business models that incentivize forest protection and safeguard their multiple benefits for local people.
- **We are responsive and adaptive to country contexts,**
adding value to ongoing efforts and platforms.
- **We operationalize a landscape-scale approach**
by linking producer organizations at various scales and improving coordination across sectors.
- **We engage farming organizations in forestry issues,**
bridging an unnecessary and arbitrary divide between agriculture and forestry.
- **We link, convene and connect forest and farm producer organizations,**
programmes and government horizontally, within countries, regionally and globally.
- **We amplify the voices of forest and farm producer organizations regionally and globally,**
on tenure, access to investment and services, and an enabling environment for organizations.
- **We provide robust monitoring, adaptive learning and responsible oversight.**

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For more information, please visit our website:

www.fao.org/partnerships/forest-farm-facility



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