



Forest and Farm Facility Phase II (2018-2022)

**Climate resilient landscapes and inclusive livelihoods
are enabled by Forest and Farm Producer Organizations**

Programme Document

February 2017

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Executive Summary

Phase II of The Forest and Farm Facility (FFF) comes at a moment of renewed global efforts towards development challenges, the 2030 Agenda and the Paris Agreement on climate change are among the most notable. It also comes at a time when more and more governments are developing integrated responses to climate change and strategies for transforming rural economies, centred not only on the protection of natural capital, but premised on equity and social inclusion as engines for growth. FFF's past support to the very people who take significant action on a daily basis to mitigate climate change by protecting forests and planting trees on common lands and private farms, diversifying and adapting their farming systems and seeking innovative means for increasing incomes and livelihoods by getting organized – makes the programme well placed to contribute to climate and development outcomes.

It has become increasingly clear, however, that no single initiative can achieve the global impact needed to tackle development challenges. FFF is in a unique position to connect the mosaic of initiatives working towards climate and development objectives by supporting the “missing links” that are needed to translate the Sustainable Development Goals (SDGs) into practice, and to translate these various initiatives into impact: smallholders, communities, and indigenous peoples. These smallholders are the primary producers of food, forest products and ecosystem services – and number 1.5 billion people globally, comprise 90% of the world's farms and, in Asia and sub-Saharan Africa, supply 80% of food. Their family members are also involved in marketing and processing enterprises, comprising a significant proportion of the small scale private sector.

The same smallholders, who rely on the forests and landscapes to scale up impacts and ensure sustainability, and their forest and farm producer organizations (FFPOs) which can integrate and connect programmes to them, are critical to achieving at least 12 of 17 SDGs, including those targeting poverty, hunger, gender equality, climate action and the sustainable management of natural resourcesⁱ. They are also the common denominator in existing programmes and mechanisms such as national climate change programmes (including the NDCs and REDD+ implementation), and central to FAO's Strategic Objectives on Reducing Rural Poverty (SP3) and Sustainable Agricultural Production (SP2) Programmes. It is time to facilitate their true potential.

A mid Term Evaluation found the FFF approach to be both “highly efficient in terms of inputs relative to results” and “highly relevant... filling the gaps in rural development cooperation”. Phase II will build on FFF's past support to FFPOs, through its proven, cost-effective mechanism to strengthen the capacity of these smallholders, and support innovative cross-sectoral processes in government to increase the delivery of climate responses in landscapes and link them to more inclusive and sustainable economic opportunities and social benefits for the rural poor. It will also work to tackle the challenges facing FFPOs evidenced during these past four years of work – including isolation, especially for women, value chains and market systems that do not optimize returns to poor smallholders, and inequitable distribution of social benefits, and policies that are often at cross purposes among many others –

to significantly increase the scale and range of impacts. As such, phase two will sharpen its focus on gender equality and value chains to better support FFPOs, who are at the very core of climate resilient landscapes. With its unique focus on FFPOS as vital pathways for change, Phase II will work specifically to achieve:

- Outcome 1: More inclusive and enabling governance and policy processes (SDG 16 & 17).
- Outcome 2: Increased entrepreneurship, access to markets and finance through gender equitable value chains (SDG1, 5, 8 & 12).
- Outcome 3: Enhanced landscape scale mitigation, adaptation and resilience to address climate change, food security and nutrition (SDG 2, 13, & 15).
- Outcome 4: Improved and gender equitable access to social and cultural services (SDG 3 & 10).

FFF Phase II will scale up its unique approach, building on the comparative advantages of its four co-management partners: the FAO, IIED, IUCN, and AgriCord with increased links to complimentary programmes to accelerate impacts in 25 countries. It 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 in to the planning process and special tools prepared to help FFPOs conduct their own risk assessments.

1. Background

1.1 Rationale

1.1.1 The Missing Links in the Global Development Agenda

Phase II of the Forest and Farm Facility (FFF) comes at moment of renewed global efforts towards development challenges, the 2030 Agenda and the Paris Agreement on climate change are among the most notable. It also comes at a time when more and more governments are developing integrated climate responses and strategies for bio-based rural economies¹, centred not only on the protection of natural capital, but premised on equity and social inclusion as engines for growth. FFF's past support over four years of Phase I to the very people who take significant action on a daily basis to mitigate climate change by protecting forests and planting trees on common lands and private farms, diversifying and adapting their farming systems and seeking innovative means for increasing incomes and livelihoods by getting organized – makes the programme well placed to contribute to climate and development outcomes.

The 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs) aims to be transformative, integrated and universal in scope. The SDG targets address the root causes of poverty and aim to balance equitably the economic, social and environmental dimensions of sustainable development. It has become increasingly clear, however, that no single initiative can achieve the global impact needed to tackle development challenges. FFF is in a unique position to connect the mosaic of initiatives working towards climate and development objectives by supporting the “missing links” that are needed to translate the Sustainable Development Goals (SDGs) into practice, and to translate these various initiatives into impact: smallholders, communities, and indigenous peoples.

Smallholder farm producers are a big deal. Roughly 1.5 billion smallholders (women and men on family farms with between 1 -10 ha of land) make up 90% of total farm numbers. Approximately 80% of food supply in Asia and sub-Saharan Africa comes from such smallholders. But most of these smallholders who represent a large proportion of the rural poor, are also highly dependent on adjacent forests or on-farm trees. For example, almost all depend on fuelwood and charcoal for cooking and many supply rural and urban fuelwood and charcoal markets that meet the needs of 2.5 billion people - 35 per cent of the global population. Most use timber for construction, and almost all use a variety of Non-Timber Forest Products (NTFPs) for food, fibre, furnishings, medicines and cosmetics. Indeed an estimated 28 per cent of the income among households living in or adjacent to forests comes from forest or tree resources. At the same time these small holders manage not only 500 million family farms and but approximately 25% of forest lands in the global south (Indigenous Peoples alone claim responsibility over more than 400 million has of forests).²

¹ Grundel, Dahlstrom, 2016: A quadruple and Quintuple Helix Approach to Regional Innovation Systems in the Transformation to a Forest-based Bioeconomy Journal of the Knowledge Economy, and Toman, M, 2012. “Green Growth”: an exploratory review. World Bank Policy Research Working Paper, (6067), pp 13. (available at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2055108).

² Mayers, J, Buckley, L and Macqueen, DJ, 2016. Small, but many, is big: Challenges in assessing the collective scale of locally controlled forest-linked production and investment. IIED, London.

Furthermore new studies are demonstrating that supporting them through securing their tenure and access to manage forests and farms directly may be the most cost efficient way to achieve significant climate change benefits in the shortest time periods.

1.1.2 The central role of Forest and Farm Producer Organizations

Collectively, forest and farm producers have transformative potential for sustainable development and responses to climate change at landscape scales. But collective action requires strong organizations referred to collectively as Forest and Farm Producer Organizations (FFPOs) which can integrate and connect programmes to their members and represent their interests. These FFPOs (both informal and formal) exist all over the world and their numbers are growing. They form a vast and neglected component of the private sector worldwide. They help millions of smallholders diversify local economies, increase resilience and reduce poverty – while restoring and managing landscapes that adapt to and mitigate climate change. Government institutions and the “large scale private sector” are not always equipped to effectively reach the vast majority of forest and farm producers, and empower them to claim their rights and gain opportunities. In many remote areas, FFPOs are the only organized groups and they have networks and infrastructure through which sustainable development can occur.

Forest and Farm Producers and Forest and Farm Producer Organizations (FFPOs)

Forest-and-farm producers are women and men, smallholder families, indigenous peoples and local communities who have strong relationships with forests and farms in forested landscapes. Such producers grow, manage, harvest and process a wide range of natural-resource-based goods and services for subsistence use and for sale in local, national or international markets.

Forest-and-farm producer organizations (FFPOs) are formal or informal associations of such producers. They are created with the aim of helping their members share knowledge and experience; engage in policy advocacy; secure tenure and access rights to forest, land and other natural resources; improve forest-and-farm management; expand markets; build enterprises; and increase income and well-being.

FFPOs vary widely in size and institutional form and may focus on forests or combinations of forest-and-farm-related activities. They may include indigenous peoples and local community organizations; tree-grower and agroforestry associations; forest owner associations; producer cooperatives and companies; and their umbrella groups and federations.

FFPOs are therefore essential, legitimate and inevitable local implementers, critical to delivering results for at least 12 of 17 SDGs³, including those targeting poverty, hunger, gender equality, climate action and the sustainable management of natural resources. They are also the common denominator in existing programmes and mechanisms such as national climate change programmes (including the NDCs and REDD+, implementation), national efforts to achieve the SDGs, and are central to FAO’s strategic programmes to Reduce Rural Poverty (SP3) and ensure Sustainable Agricultural Production Systems (SP2) and a number of regional initiatives.

³ FAO and AgriCord, 2016. *Forest and Farm Producer Organizations – Operating Systems for the SDGs*, Food and Agriculture Organization of the United Nations and AgriCord, Rome.

In spite of the growing understanding of their importance, a relatively low proportion of funds for major programmes like REDD+, climate change initiatives and even food security and nutrition or agricultural productivity are channeled to representative, member based FFPOs. Their participation in consultative processes is deemed necessary but insufficient effort is given to helping them build the critical capacity needed to perform these functions. Attention to the particular barriers facing FFPOs of women, youth and Indigenous peoples is still inadequate in comparison to results this targeted support could achieve. It is remarkable that not one of the SDG indicators specifically mentions groups, associations, cooperatives, federations or producers organizations. Yet they embody an alternative development paradigm that prioritizes self-help, cooperation and the distribution of benefits and opportunities, emphasizing the relationships that empower and contribute to well-being and give real meaning to development jargon. FFPOs are taking significant action to assert their rights to secure tenure and markets, mitigate climate change by protecting forests and planting trees on common lands and private farms, are diversifying and adapting their farming systems and seeking innovative means for increasing incomes and livelihoods by getting organized. FFF is responding to this tremendous potential by taking FFPOs, representing smallholders, rural women's groups, indigenous peoples' institutions as the primary actors and beneficiaries of Phase II.

1.1.3 Challenges

FFPOs can capitalise on their ideal positioning to play an expanding role as operating systems for the SDGs and more particularly for climate change responses and the revival of rural economies and local livelihoods. They can use their strength in numbers to achieve numerical strength in outcomes. To fulfil this role they must address a set of challenges which they have identified.

- Policies and their implementation do not reflect rural realities, livelihood opportunities and constraints, especially for women and youth.

Policy making continues to be in silos by sectors. Ministries lack coordination and often promote conflicting prescriptions. Yet, effective engagement of forest and farm producers in policy processes are still too often one-time "consultation" efforts or duplicative of each other. Weak, unclear and inequitable rights over forest and farm resources discourage sustainable management and reduces local benefits - with women and youth often facing more barriers than adult men. Moreover, policy requirements for resource extraction, processing, transport and trade often impede, rather than facilitate progress. Forest and farm producers are still not as well organized, nor as representative of women and youth, nor as capable in policy analysis and advocacy, as they need to be. Experiences with multi-sectoral coordination are growing, multi-stakeholder engagement is increasing and governments need support to institutionalize processes and platforms that can harmonize policies and implementation with real needs.

- Value chains and market systems do not optimize returns to poor small holders, especially women and youth.

Large scale producers are often favored by incentive systems and regulations. Unregulated traders often take advantage of small, less organized producers and entrepreneurs.

Value chain actors rarely accommodate the diverse and complex baskets of products that originate from forest and farm producers sustaining agro ecosystems and biological diversity so necessary for climate resilience. Capacity for business development and value addition among those producers is still low. Entrepreneurial support services and finance remain weak or non-existent. Women face a range of social and economic restrictions that require special attention. Youth migrate out because they don't see opportunities in rural communities. Forest and farm producers are still not as well organized as they could be into larger scale, professionally-run group businesses that might overcome these barriers and remedy skills deficits.

- Climate change is heavily impacting rural communities but FFPOs are not centrally engaged in official programmes and do not have the tenure security, financial and technical capacity to set up and scale up gendered mitigation and adaptation responses in forest landscapes.

The IPCC Fifth assessment Report confirms clearly that rural areas are particularly vulnerable to climate change with current and upcoming issues ranging from water availability and supply, agricultural incomes and shifts in the production area of food and non-food crops. With their direct control and management of a vast proportion of forest, common and private lands supporting the rights and activities of FFPOs (including Indigenous Peoples) and their members offers the least expensive response to secure climate related benefits.⁴ But the large scale commitment needed to support local communities in mitigating and adapting to climate change has not materialized. The problem for FFPOs is that climate change related planning requires secure tenure which is still not viewed as an absolutely necessary condition. They also need access to new information on expected impacts (e.g. changing local weather patterns, resilient tree crops) and related technical capacity (e.g. sustainable forest or woodlot management). Likewise, to support adaptation and mitigation measures like forest landscape restoration at the necessary scale, FFPOs need to access larger financing sources. Climate change interventions are still struggling to direct resources and support to the local level. And forest and farm producers do not yet have the organizational scales and management capacity to act as conduits for climate finance – and women and youth are under-represented in the structures that do exist.

- Social benefits and equitable opportunities are still denied to too many, especially women and youth

Pathways out of poverty to well-being require access to a range of social services and benefits in addition to economic opportunity. Sectoral social development programmes rarely reach or are tailored to fit local contexts and needs, particularly in remote, diverse landscapes. Social services have been primarily defined as being the responsibility of the public sector, so there is insufficient awareness of the significant role that local organizations (including local group business organizations) play in linking the poor to existing services and providing services to their members directly.

⁴Ding, Veit, Blackman, Gray, Reyta, Altamirano and Hodgdon, 2016. Climate Benefits, Tenure Costs The Economic Case for Securing Indigenous Land Rights in the Amazon, WRI, Washington, D.C.

Yet many barriers hinder women from accessing the services and benefits these organizations can provide, including: membership rules, socio-cultural status; childcare and other communal demands; age and previous membership in organizations; access to assets and resources; educational level; and legal or policy statements.

1.1.4 Forest and Farm Facility's unique niche - building on a successful Phase I

Working within a landscape framework that combines forest and farms and facilitating the strength, (including gender equality and youth participation) of FFPOs as primary actors is FFF's unique comparative advantage. During the four years of initial FFF implementation in 10 primary partner countries (Bolivia, Guatemala, Nicaragua, Gambia, Kenya, Liberia, Zambia, Myanmar, Nepal and Vietnam), direct support to 14 apex FFPOs and 200 national member FFPOs has already achieved documented gains in policy influence, increased tenure security, improved prices, business development in ways that reflect greater women's participation and emphasis on youth. Additionally, FFF works collaboratively with governmental institutions as well as regional and global partners and leveraged millions of dollars.

Impact of FFF Phase I

Empowering a significant number of FFPOs (40+ million members)

- Three global and three regional FF producer alliances : 31 national and international exchanges were organized resulting in 17 documented examples of transfers of either technical or business practice
- 14+ national federations
- More than 200 local FFPOs

Gaining access to markets and better prices

- 103 group enterprises supported producing basket of products coming from their forested lands.
- In Vietnam timber growers groups are getting up to 15% better prices and receiving large orders from furniture makers.
- In Gambia cashew growers united in a single national federation and contributed to increase in the price of cashews for their 15,000 members.
- Indigenous women enterprises, eg Nicaragua: 6 enterprises strengthen to produce good quality "tuno" products and linked to local and national markets.

Leveraging resources

- Kenya, Bolivia and Vietnam as example to link to larger governmental programmes.
- Bolivia, the government has allocated over USD 90 million, with active participation of FFPOs, larger financing programmes to strengthening producers of cacao, coffee and amazon products.
- 32 service provider organizations were mobilized in support to FFPOs in the countries.

Policies and tenure security

- Securing participation in policy processes related to food security and nutrition, climate change, forest landscape restoration.
- 204 planning meetings by FFPO.
- Many of these prepared for input to 96 multi-sectoral policy meetings.
- Specific changes achieved in 26 policies (eg. Gambia: 77 community forestry groups

FFF has four strong co-management partners who each bring their comparative advantage to the FFF: FAO - formal government mandate, technical support, and communications, IIED - knowledge generation, monitoring and learning, IUCN -membership networks from local to global delivering practice and policy solutions to global challenges such as climate change, and AgriCord - strong links to member-based farmer organizations and regional and global FFPO federations. FFF is a multi-donor facility overseen by a unique and diverse Steering Committee.

The applied approach based on the three pillars (i) strengthening FFPOs for livelihoods and advocacy; (ii) supporting integrated governmental cross-sectoral coordination; and (iii) linking local voices to regional and global level has proven to be an effective and successful delivery mechanism:

Providing catalytic support directly to FFPOs at local, national and international levels has enabled FFF to facilitate increasing “strength in numbers” – the first element of FFF’s strategic approach. Local FFPOs have associated into regional FFPOs – where they have been able to aggregate and add value to products, access new markets and negotiate better prices, provide training and services to members (often on a paid-for basis), and attract further government or development assistance support. Regional FFPOs have linked into national and international FFPOs that have developed policy advocacy positions and engaged decision-makers to achieve change. With its integrated focus on forest and farms FFF has been able to engage large farmer organizations to support their members with forest and forest product based policies and businesses and increase understanding of the often conflicting land and natural resource policies.

FFF has also provided catalytic funding to multi-sectoral Government policy processes – a second element of its strategic approach. First and foremost has been the express intention of improving FFPO representation and engagement. But a second important intention has been to improve the integration between sectors so that the integrated reality of FFPO members is better understood and addressed in decision making and policy implementation. In combination with the first strand, this second strand of work has directly led to the creation of new incentive mechanisms and more supportive policies and institutional support mechanisms for FFPOs.

As FFPOs have strengthened, and secured more enabling policy environments, the incentive to invest in forest and on farm tree planting has increased – with resultant gains in forest landscape restoration that both mitigates and helps adapt to climate change. The third element of FFF’s strategic approach is to share learning and document knowledge about such impacts – linking FFPOs to ongoing national climate change responses and forest landscape restoration efforts. Piloted in FFF Phase I, the intention of FFF Phase II is to mainstream FFPO engagement in climate responses. This will scale up FFPO contributions to landscape scale mitigation, adaptation and resilience to address climate change, food security and nutrition.

The growing strength of FFPOs in FFF Phase I also demonstrated many unexpected efforts by FFPOs to support members with supplemental social services in education, health, infrastructure development and finance provision – often with a particular focus on women, youth and other marginalized groups.

The final element of FFF's strategic approach is therefore to consolidate knowledge about how such services have emerged and provide funding and training to spread them.

The successful experience of FFF Phase I forms the basis for the proposed second Phase. The independent mid-term evaluation confirmed that by stating FFF being "highly relevant to the needs and priorities of target forest and farm smallholders who view it as filling the gaps in rural development cooperation" and "highly efficient in terms of inputs relative to results". It also found the FFF strategy to be "appropriate for achieving its outcomes and vision. It addressed the challenges faced by forest and farm smallholders, such as limited access to markets and participation in policy formation processes". It recommends that "a second phase of FFF should be considered in order to consolidate and expand its achievements". Additionally, demand from countries worldwide continues to grow. Around 50 countries and more than 70 large FFPOs have expressed interest for support from FFF. Several major international conferences and regional meetings have called for increased support to FFPOs and there is a confluence of major programmes related to climate change, landscape restoration and rural economic transformation that are looking to partner with FFF.

Together with the above mentioned series of complex and intertwined challenges that forest and farm producers and their FFPOs face their key role in achieving sustainable development on local and global level, a Phase II of the Forest and Farm Facility is crucial.

2. Phase II Scaling up to increase impact and catalyse change

2.1 Theory of Change

Building on the experience of Phase I, FFF intends to significantly increase the scale of its support and facilitation as a proven delivery mechanism in order to achieve the following impact.

Impact: Climate resilient landscapes and improved livelihoods ensured through strong Forest and Farm Producer Organizations (FFPOs).

Challenges: a set of 4 linked challenges remain as key barriers:

- Climate change impacts are outpacing attempts to set up and scale-up gendered mitigation and adaptation responses in forest landscapes.
- Policies and their implementation do not reflect rural realities, livelihood opportunities and constraints, especially for women and youth.
- Value chains and market systems do not optimize returns to poor smallholders, especially women and youth.
- Social benefits and equitable opportunities are still denied to too many, especially women and youth.

FFF will expand and scale up its earlier focus on policy influence and business development through FFPOs and cross sectoral platforms and policy processes with government. It seeks to bring more concerted focus to FFPO contributions to climate change responses and social and cultural service delivery.

This will require a renewed FFF emphasis on gender equality, youth and indigenous peoples participation and sustainable forest and farm management.

Objectives: FFF can now extend its efforts in leveraging FFPOs by deepening its emphasis on two inextricably linked objectives of an integrated solution. Each of these re-enforce one another and help to ensure the implementation of an even wider range of SDGs in the process.

- Sustainable management of forests and farms at a landscape level which depend on developing responses and resilience to climate change;
- The transformation of rural economies and livelihoods based in these landscapes that are inclusive, gender equitable and provide opportunities for youth.

Outcomes: Four key Outcomes will ensure the objectives and impact are achieved.

- Outcome 1. More inclusive and enabling governance and policy processes, (SDG 16 & 17).
- Outcome 2. Increased entrepreneurship, access to markets and finance through gender equitable value chains (SDG1, 5, 8 & 12).
- Outcome 3. Enhanced landscape scale mitigation, adaptation and resilience to address climate change, food security and nutrition (SDG 2, 13, & 15).
- Outcome 4. Improved and gender equitable access to social and cultural services (SDG 3 & 10).

Primary Actors: Strong forest and farm producer organizations are essential agents of change to overcome these challenges.

Key intervention pathways: can help FFPOs leverage change.

1. Strengthening the capacity of FFPOs through direct financial support and technical assistance;
 - i. To improve governance, representation, gender equality and efficiency as inclusive member based organizations
 - ii. To offer a range of services including advocacy, information sharing, business incubation and support, access to finances and social services to their members.
2. Explicitly focusing on women, youth and Indigenous Peoples as primary actors.
3. Identifying and facilitating the effectiveness of cross sectoral policy platforms and processes.
4. Brokering linkages between FFPOS and climate response and development programs (REDD+, NAPAs, NDCs, forest landscape restoration and development programs framed by Agenda 2030 - SDGs)
5. Development of more inclusive value chains for baskets of products from well managed landscapes and a thickened local economy with many more small-scale off farm processing and value addition enterprises.
6. Multi-layered knowledge generation and exchange including peer-to-peer learning, South-South Collaboration, documenting and sharing best practices and stories of innovation and impact.
7. Intentional support to regional and global connections that link local to global FFPOs to improve the two way flow of knowledge and advocacy from the local level into international climate relevant policy processes and vice versa.

Finally this Theory of Change holds that solutions will have to be tailored uniquely to each country and region and fine-tuned through a participatory planning and Monitoring and Learning system.

2.2 Achieving the Outcomes

Given below are more detailed descriptions of the four anticipated outcomes and the primary activity pathways which will be used to reach them.

Outcome 1 – Inclusive and enabling governance and policy processes through more effective democratic representation by forest and farm producer organisations (FFPOs) in cross sectoral, multi-stakeholder and other inclusive policy processes that secure climate resilience and livelihoods for their members, especially women and youth.

Achieving inclusive and enabling governance and policy process is a complex undertaking with many moving parts. FFF proposes to achieve some significant success in supporting this by: building the gender and youth balance, the representativeness, governance and strategic capacity of the FFPOs to participate in and monitor policy processes (Output 1.1); supporting governments to develop collaborative mechanisms and representational protocols and procedures to improve coordination and make effective use of FFPO inputs (Output 1.2); helping to link the two elements above to achieve representational openings for FFPOs within cross-sectoral and multi-stakeholder policy processes at all levels (Output 1.3).

Evidence from FFF Phase I shows that FFPOs are more effective at the policy level if they are truly representative (women, youth and men), well governed, have a clear mandate from their members. It also helps if they are able to monitor, analyse and strategically develop and communicate policy options and their own role. This involves channelling information and advocacy up to government decision makers and implementers but also back down to their members on the ground. As with all organizations, transparency and accountability are vital to establish trust and credibility on all sides. FFF has found that true cross-sectoral coordination between government agencies can be very effective when: ownership within several government agencies is strong; they are clearly linked to policy objectives; there are programmatic interests and financial flows to back the process and; there is a high degree of external (FFPO and other stakeholder) engagement.

Activity pathways will include:

- Identifying apex FFPOs engaged in or interested in advocacy through scoping studies and multi-stakeholder planning processes. Priority will be given women groups, gender and youth issues and/or climate related advocacy and service provision.
- Providing FFPOs with direct funding (partnership agreements) for:
 - Conducting organisational self-assessments of advocacy skills, governance, membership, gender/youth engagement to identify training and networking needs.
 - Training and peer-to-peer exchange visits to understand the policy making process, identify major policy barriers and inconsistencies, assess pros and cons of policies, and monitor resource flows and implementation.
 - Forming stakeholder working groups when needed to build consensus and a broader constituency at the (sub) national levels.

- Strengthen FFPO communication skills and advocacy messaging which help build a record of progress and generate momentum.
- Selecting existing multi-sectoral policy processes committed to coordination and inclusion of FFPOs at national and sub-national levels which are linked to climate resilient landscapes and livelihoods and are, or can be institutionalized in some way.
 - Developing and applying supportive training materials⁵.
 - Identifying supportive policies and government champions -providing resources and ideas linked to planning, budgeting, implementation and monitoring.
- Joint exchange visits between FFPO leaders and government officers, through south-south collaboration to share best practices, create trust and personal relationships;
- Exploring regional and international policy influence links to and/or direct support to regional and international FFPO networks and alliances to ensuring credible representation, two-way information flows, attention to rights and attract investment.

This work will be strongly linked to the adherence to Free Prior and Informed Consent (FPIC) procedures developed by FAO and each of its partner organizations, not only when engaging with Indigenous Peoples and their FFPOs but with all community level partners. Special attention will be given to developing the leadership capacities of women and youth to ensure their voice is included. Focus will be given to engagement in national VGGT and other tenure processes, climate change platforms for REDD+ and NDC implementation, FLEGT, integrated rural development, forest landscape restoration, energy or food security processes and coordination efforts around the SDGs. In each country efforts will be made to ensure FFPOs achieve at least one or more positive policy change to ensure widespread replication and effective implementation.

Outcome 2 - Increased entrepreneurship, access to markets and finance through gender equitable value chains and new capacity to provide business development services in FFPOs.

Becoming a rural entrepreneur requires forest and farm producers to do many things in new ways. One of the great strengths of FFPOs is that they can support their members, who are often isolated physically, economically and institutionally from services, markets and new ideas. Increased business and technical know-how will improve the ability of FFPOs to become profitable, while scaling up their service-provision to a greater number of members including poor and marginalised groups.

FFF will support through small grants and technical training in enterprise development a diversity of FFPO's whose members comprise a range of socio-economic, ethnic, women and youth groups. FFPO membership can be divided into three broad typologies: 1) subsistence farmers and landless labourers, who do not have access to their own means of production; 2) farmers with access to resources but mainly producing for local markets with limited knowledge of improving value or participating effectively in value chains; 3) well organised FFPO business (cooperatives or other modalities) who participate relatively effectively in Value Chains (VCs) but whose capabilities can be strengthened.

⁵ e.g.: a joint FAO, FFF and ICRAF publication (in 2017) on “implementing Agenda 2030 in Food and Agriculture: Accelerating impact through Cross-Sectoral coordination at country level”.

Each typology faces different challenges, requiring tailoring of small grant and technical support due to different capabilities, formality, access to markets, assets and level of organisation.

Women and youth in turn face additional challenges to participate in forest and farm value chains effectively. Improving the inclusion of women and youth can be particularly challenging. Lack of their own assets such as land or capital can be a barrier to accessing credit or starting a formal business. Women in particular often become excluded as the chain expands and becomes more successful. Depending on social and gender dimensions, tailored approaches to business development will be needed.

Work towards this Outcome will seek to strengthen and embed business development services and capacity within apex FFPOs and their member organizations and producers and include: trainings delivered in market analysis and development and other business development packages to forest and farm business representatives (Output 2.1); and investments in (gender sensitive and youth oriented) value chain upgrading, catalysed for forest and farm business organisations (Output 2.2). Specific activity pathways will include:

- Carrying out initial strategic assessments
 - Categorising typologies of farmers and needs with a gender and youth focus:
 - Analysing selected value chains for strategic interventions: identifying key actors with potential to upgrade the overall value chain, gaps and constraints in enabling and legal environments and opportunities to engage public sector.
 - Documenting barriers and improving investment opportunities for FFPO's: to identify transaction costs and capability gaps that could be addressed through more effective public-private-producer partnerships, explore links to existing governance and legality efforts like FLEGT.
- Developing business incubation and service delivery units in apex FFPOs supporting gender-sensitive business coaches who will link new entrepreneurs with marketing and financing opportunities; address capacity gaps through trainings and exposure visits in value chains and product design, seek incubator space, clustering and networking opportunities with companies, municipalities, colleges and universities.
- Trainings in:
 - Market Analysis and Development (MA&D): targeting business coaches from FFPOs (and government agencies), to identify and develop sustainable forest and farm enterprises with secured investment;
 - Self-assessment tool for identifying market pathways – labelling and branding.
 - Using the “Securing Forest Business” risk management toolkit for FFPOs developed and tested by FFF and the Forest Connect Alliance in 2016
 - Financial literacy and proposal writing to help mobilize resources.
- Peer to peer learning and mentoring of women's entrepreneurs: Exchange visits and direct identification of leading women entrepreneurs as “FFPO mentors” through the Forest Connect Alliance network, AgriCord members, and FFF FFPO partners. Focus will include supporting innovations in design and marketing for value addition.

- Providing small grants and start-up finance to broker investment: in synergy with the proposal writing, financial literacy and MA & D trainings to prepare businesses for accessing other forms of finance through with existing MFIs and facilitate national blended finance efforts to support FFPOs.

Outcome 3 –Enhanced landscape scale mitigation, adaptation and resilience to address climate change, food security and nutrition through increased capability to identify, prioritize and implement climate change solutions integrating inclusive livelihoods and landscapes with FFPOs as part of national commitments

Studies increasingly emphasize the cost effectiveness and climate benefits to be gained by working much more closely with local communities, Indigenous peoples and small holders.

FFF can play a vital role in enhancing the role of FFPOs in country and international climate response programmes contributing to a range of climate related outcomes. These will include: reduced deforestation and emissions through good governance and management of Indigenous territories and community lands; reduced degradation through legal and sustainably managed community forests; increased sequestration through large scale reforestation by FFPOs on forest, grazing, commons and farm land; increased carbon storage in furniture and finished wood and other forest products, and local adaptation and resilience through diversified landscape management strategies and landscape management plans by organized FFPOs.

FFF will provides strong value addition in: forging concrete links between FFPOs and climate change and landscape scale programmes and investment particularly with REDD+, Forest and Landscape Restoration and regional initiatives like the Great Green Wall (Output 3.1). FFF facilitators will work with partners in FAO country and regional offices and IUCN’s Regional Hubs on identification and prioritization of FFPOs engagement in climate change policies and programmes. It will seek to ensure that FFPOs play a more pronounced role in landscape level management and planning through secured tenure, territorial or “climate resilient landscape plans”, and that they can contribute to increased targets for mitigation, restoration and diversified and resilient forest and farm production systems or management and distribution of programme related investment to their members (Output 3.2). FFF will support the following activity pathways do this:

- Screen and assess the possibilities for close partnership between the FFPOs and country priorities and major global programmes related to landscape scale climate resilience such as the NDCs, Bonn Challenge pledges, NAMAs, NAPAs, REDD+ Action Plans, FIP or GEF projects and ensure this linkage is a major factor in final selection of country partners. This will be closely coordinated with FAO regional initiatives and country offices and implementing partner programmes (FLR led by FAO and IUCN, REDD+, AAD/Great Green Wall, GEF or Climate Smart Agriculture). Particular attention will be paid to gender sensitive climate policies and especially National Gender and Climate Change Action Plans.

- Facilitate prioritization workshops with FFPOs and programmes - drawing on a multi-stakeholder methodology developed by IUCN to identify and actively contribute to national or subnational policy and operational processes and benefit from additional financial resources to do so. Results of Community based forestry assessments, forest and food security assessments, community tenure assessments carried by the FAO Social Forestry Team with FFF will also feed into this priority setting. FFPOs will decide whether they prefer to focus on engaging in policy processes, to contribute on the ground by developing and implementing climate resilient landscapes plans, or develop a mechanism for channelling funds and resources to their member or a combination of the above.
- Develop capacity building activities and link to existing training to help FFPOs overcome barriers for FFPOs engagement in related policy, landscape level planning, implementation or monitoring.
- Support FFPOs to engage with climate change policy dialogues - organize meetings between FFPOs, government and private sector to discuss effective governance frameworks and link to specific planning activities, and information.
- Develop and support specific implementation roles FFPOs for depending on the major programme/s with whom FFF can create explicit linkages for example:
 - For REDD+ and Forest Landscape Restoration programmes develop local climate resilient territorial/landscape plans to identify priority areas for conservation, sustainable utilisation, reforestation and a range of diversified production systems which complement and ensure the climate resilience of the landscapes. This will draw on FFF experience with FFPOs and Indigenous Peoples to develop integrated territorial management plans in Bolivia which are now being scaled up with support from REDD+ or support the scaling up of similar models pioneered by Indigenous Peoples organizations such as AMAN and others. Aggregating these community climate resilient landscape plans will ensure geographical scale and long term security for climate and livelihood approaches and food security objectives.
 - Identify relevant value chains and sustainable enterprises and support FFPOs to link these explicitly to mitigation and restoration programmes – for example through small scale nursery enterprises, wood and non-wood forest product processing businesses, charcoal associations to build markets that incentivize tree planting at scale on farm lands and within the forest and farm landscapes.
 - For REDD+ programmes increase engagement of FFPOs in ensuring safeguards and monitoring ecological, economic and social climate related impacts.
- Identify climate resilient diversified production systems drawing on traditional and agro ecological approaches and new models of agroforestry, conservation agriculture.
- Facilitate access to technical support services and experience sharing – by connecting FFPOs to farmer field school, climate smart agriculture and agroforestry training programmes and technical resources in each country and organizing exchanges.

- Support regional and global FFPOs to help their national members build in resilience, lobby governments to provide weather-based crop insurance to help manage increased risks in agricultural production because of climate variability; document and share good adaptation and mitigation practices; encouraging members to save money and resources to build capital, and have access to services and inputs needed to improve production in the face of climate change; and advocating for smallholders, Indigenous Peoples and women's rights and making concrete recommendation to UNFCCC and other relevant policy arenas.
- Build FFPO capacity and engagement in innovative funding mechanisms to access and channel resources to their members.

Outcome 4 –Improved and gender equitable access to social and cultural services provided to women, men and youth members facilitated or delivered with and by FFPOS with increased capacity.

In order to deliver the SDGs a wide range of social services and support systems need to effectively reach those who have been traditionally left behind. This is generally thought to primarily be the responsibility of the public sector. However, many countries of the global south experience a lack of decentralized governmental representation, capacity and service provision on local level particularly for remote and marginalized producers in forested landscapes. Existing social services hardly address local needs efficiently. Such differences and gaps can jeopardize the sustainability and resilience of rural households greatly.

Strong and capacitated FFPOs can help connect marginalized people to existing services and contribute to the delivery of such services, especially with regards to social protection. Increasing the capacity of FFPOs to enable them to provide a range of social and cultural services for their members and communities is therefore an important step stone for sustainable and resilient rural livelihoods. Such services include: savings and loan schemes and other financial services, health care, legal counselling, basic (adult) education and vocational training, shared equipment for ceremonial and ritual purposes etc. In Phase II the FFF would like to expand its support to FFPOs through the development of mechanisms for reinvestment of a portion of producer organisation finance or labour into social or cultural services in association with relevant government and civil society agencies (Output 4.1) and strengthen links to national SDG planning, implementation and monitoring processes and related programmes (Output 4.2).

Activities pathways will include:

- Assessment and capacity development of social service access and provision using tools developed by FAO social protection programmes. A baseline study of FFPOs' existing social and cultural service portfolios and respective capacity gaps and needs. Awareness raising about existing government social services.
- Support exchange visits to existing, successful examples of FFPOs already providing social protection mechanisms or other social and cultural services to their members.

- Adapted capacity building for service provision will support FFPOs in establishing or strengthening social and cultural services for their members, e.g. through peer-to-peer mentorship programmes.
- Provide funded support for a special gender equality and youth engagement activities with FFPOs.
- Developing training and awareness building programmes on SDGs and the targets that are of relevance to FFPOs.
- Ensuring that FFPOs are represented in national SDG processes - planning, implementation and monitoring processes, e.g. through participation in respective national coordination meetings and monitoring events.
- The development of country-specific communication products will further advocate for the crucial role of FFPOs in reaching the SDGs.

3. Program delivery – Implementation and management arrangements for going to scale

3.1 Implementation plan

The FFF will scale up its current programme from 10 to a total of 25 countries at a higher level of support per country than in Phase I incorporating the new outcomes and expanded focus. This will be done in two steps (a more detailed work plan linked to outputs and outcomes is provided as an Appendix).

Transitional year (2018)

- An open call for expressions of interest from countries and FFPOs (including current partners) will be sent out before the end of Phase I and an initial selection of 15 countries will be made. The year 2018 will be a transitional year in which implementation will begin in first 15 countries and towards the end of year a second call and selection will be made for the remaining 10 countries.
- In addition, a call for expressions of interest will be sent out for the selection of regional (up to six) and global (at least two) FFPO federations in 2018. A selection panel will be guided by a clear set of FFF criteria including linkages to larger scale and climate resilient landscape related programmes. Special consideration will be given to current partner countries with compelling arguments to continuing to scale up based on the same criteria.
- Work plans will be developed for the continuing partner countries, should they be selected, with implementation moving forward immediately. For the new countries, scoping studies and analyses will be done on the leveraging and linking opportunities to bring the greatest possible catalytic approach to each country and at the regional and global level.

Full Implementation (2019-2022)

- As in phase I full implementation (from 2019-2022) will be based on participatory multi-stakeholder planning processes which develop multi-year work plans and identify the link to other major programmes, primary partners for the work within

other major programmes, the lead government agency or department and one or two lead apex FFPOS.

- Building on FFF's proven delivery mechanism support will be provided directly to FFPOs, government and capacity development organizations through partnership agreements (Letters of Agreement).
- Small grants (usually below \$ 25,000 at sub-national level) will be provided to supported innovative efforts by emerging FFPOs to develop fully functional enterprise plans, access funding or demonstrate new approaches.
- Technical assistance, training and capacity building will be provided in each of the four major outcomes supplemented with facilitation of exchange visits and communications related services.
- Regional and global federations will engage with country level activities providing information and training to their national member organizations on policy advocacy and major initiatives. They will also advocate on behalf of their member organizations at important policy making events and help liaise with funding sources and larger market linkages.
- Periodic and annual monitoring and learning meetings will engage all partners in participatory assessments of progress against indicators and discussion of key learning questions (details of the M & A system are provided later)

3.2 Governance and management structure

FFF Phase II will be managed through an expanded secretariat based in FAO which will work with a team located in each of the four partner organizations (IUCN, IIED and AgriCord) and in each country. The possibility of decentralizing staff to regions will be considered during the first year. Team composition will evolve based on the number of countries selected and with the decisions of the Steering Committee. The final team composition in the implementation phase will be:

- Manager (FAO)
- Operations Officer (FAO)
- Up to 5 Forestry Officers, including the regional coaches (FAO)
- Communication Officer (FAO)
- Three Administrative staff (FAO)
- Facilitators at country level

Team Members in Partner Organizations will include:

- Programme Officer for Regional and Global programmes (IUCN HQ)
- Two Research Officers (IIED)
- Liaison Officer (AgriCord)

The new Operating Partnership Agreement procedures at FAO will allow for allocation of funds and resources to each operating partner based on a shared work plan, clear roles, collated financial reports and a shared narrative reporting system. The FAO based secretariat will lead on overall coordination of implementation, technical support, oversight of the combined team, country level implementation and unified reporting. The IIED team will lead on knowledge generation, particularly on value chain and market based issues and synthesis of Monitoring and Learning efforts.

The IUCN team will lead on regional and global support to federations and related workshops and conferences and regional IUCN offices will play a supporting role to coordinate major programmes.

AgriCord will coordinate through its Farmers Fighting Poverty Programme to ensure resources flow to primary FFPOs, facilitate in-country coordination and engagement with its agri-agency partners, and build FFPO-to-FFPO support, and triangular north-south-south engagement through a pool of “producer experts”.

3.3 Steering Committee and Donor support group

The composition of the FFF Steering Committee is unique in its diversity and gender balance. Members are affiliated with community forestry, family forestry and farmer producer organizations, Indigenous Peoples organizations, NGO, government, finance, research and international development organizations. The FFF phase II will have a new Steering Committee providing policy level guidance on approach and content, built on the current FFF Steering Committee with a larger proportion of members affiliated directly to FFPOs and with new members with relevant backgrounds in gender equality, climate resilience and social services. With increasing representation by and guidance from FFPOs themselves, FFF visualizes a time when it could become an autonomous Facility under a global network of apex producer organizations.

Donors will be invited to be members of the Steering Committee or to continue with a separate Donor Support Group and participate as active observers in the Steering Committee. During Phase II the ground will be laid for a potential shift to a producer controlled and managed FFF. In-country relevant cross-sectoral platforms or multi-sectoral steering committees will provide in-country leadership and guidance – in coordination with FAORs and FAO Regional Initiatives and collaborative programmes from each partner.

3.4 Collaboration with FAO Programmes

Within FAO Phase II will work closely with the Country offices, Country Programming Frameworks and Strategic Objectives and be situated within the context of Regional Initiatives within each region. It will directly link with the following programmes housed in FAO on implementation depending on the country and opportunities for close collaboration.

FAO Strategic Objectives, Regional Initiatives and Country Development Frameworks:

By virtue of its cross-sectoral approach linking forests to farms and the importance of FFPOs across sectors FFF works with a number of major initiatives within FAO. This includes Strategic Objective 3: Reducing Rural Poverty wherein FFF is a leading member of the team working on strengthening rural institutions and organizations (Output 3.1.1) and links to work done by other output teams on access to resources and services, decent rural work, social protection and gender equality and women’s economic empowerment. FFF is also active in Strategic Objective 2: on Sustainable Agricultural Production where FFPOs are vital actors and with Strategic Object 4: Enable Inclusive and Efficient Agricultural and Food Systems on improving market access and value chains. FFF coordinates closely with teams in other department across FAO working on family farming, communication for development, strengthening of cooperatives, and the inter-departmental working group on Indigenous Peoples. At the country level, FFF’s work is linked to regional initiatives around Family Farming, particularly in

Latin America and coordinates closely with regional offices. Finally FFF seeks to work within and build on the country development frameworks in each partner country.

Forest Law Enforcement, Governance and Trade (FLEGT)

FAO's Forest Law Enforcement, Governance and Trade (FLEGT) provides sustained support to the implementation of the EU FLEGT Action Plan globally. FAO FLEGT works to improve governance and law enforcement as well as promote legal and sustainable forest industries. The Programme aims to result in successful FLEGT-related initiatives that contribute to improved forest sector governance and timber legality on domestic and international markets, and an improvement in the capacity SMEs and large forest-related businesses to participate in the production, marketing and trade of legal timber. Ongoing collaboration with the FAO FLEGT team has led to the establishment of priority areas for joint action, including:

- Strengthening the voice of FFPOs in national FLEGT dialogue by encouraging these stakeholder groups to participate in FLEGT-related processes and introducing them to the discourse on legality and timber trade.
- Strengthening access of producer organizations (SMEs) and their access to finance and markets (e.g. market access and legality compliance assistance).
- Policy level support: FFF is facilitating associations between small producers and indigenous population (e.g. in Guatemala) to increase local capacities to access development and business opportunities and improve the ability to engage in advocacy across a wide spectrum of issues that they prioritize at national and regional levels.

Forest and Landscape Restoration Mechanism (FLR Mechanism)

FAO established the Forest and Landscape Restoration Mechanism (FLR Mechanism) during the 22nd Session of the Committee on Forestry (COFO) in June 2014. The FLR Mechanism is built on the advantages of the Food and Agriculture Organization of the United Nations (FAO) as a United Nations Agency with expertise and experience in several of the land-use sectors and its extensive network of country, sub regional and regional offices. To scale-up the FLR efforts within countries and from a country to a regional and global level, as well as to ensure sustainability of Forest and Landscape Restoration efforts, the FLR Mechanism operates to promote networking and support partnerships, striving for increased intersectoral collaborations. It also explores investment opportunities and greater involvement of the private sector to develop appropriate value chains linked to Forest and Landscape Restoration opportunities. At country level, the FLR Mechanism is currently implementing national work plans for the period 2015-2018 in several countries with multiple outputs on: (i) Governance, institutional support and enabling environment of Forest and Landscape Restoration, (ii) Facilitate the access of national institutions to sustainable financing for Forest and Landscape Restoration (Public, Private and/or climate financing instruments such as GCF) and (iii) Pilot actions focused on the implementation of innovative models, potentially replicable in other regions within each selected country, and implemented in synergy with other existing FAO projects (including the Forest and Farm Facility) and/or in partnership with other GPFLR members. Several project proposals are currently in preparation in several countries of common interest between the FLRM and FFF.

Reducing Emissions from Deforestation and forest Degradation, Plus the sustainable management of forests and the conservation and enhancement of forest carbon stock (REDD+)

Redd+ is an essential part of the global efforts to mitigate climate change, which has been reaffirmed in the Paris Agreement and reflected in many of the National Determined Contributions (NDCs) submitted by countries. FAO supports developing countries in their REDD+ process (since 2008), and in turning their political commitments represented in the NDCs into action on the ground.

Following an initial preparatory phase, an increasing number of countries are in the advanced stages in their REDD+ readiness efforts and are now moving towards implementation of REDD+ activities to achieve emissions reductions and access results-based payments (RBPs). FAO is contributing to these efforts by supporting countries in planning and implementing REDD+ actions, while recognizing the critical role of all national stakeholders, particularly local and indigenous communities, and forest and farm smallholders. In fact, local communities and smallholders manage large territories around the world, so it is essential that they are effectively engaged, recognised and supported in REDD+ planning and implementation to ensure the desired reduction and avoidance of forest carbon emissions.

In this framework, FAO's REDD+ initiatives and FFF will continue and strengthen collaboration and synergies in many REDD+ countries, aiming to joint efforts towards common goals. Some examples of possible collaboration are:

- Facilitating active and informed participation of local communities in the formulation of REDD+ strategic documents, and other climate change related negotiation or forum.
- Involving local communities in the design and development of National Forest Monitoring Systems (NFMS- as one of the pillars for REDD+ readiness), so as to consider the knowledge, needs and potential contributions of local communities (for example in collaboration for implementation of national forest inventories in indigenous territories or involving local communities)
- Facilitating the active, free, effective meaningful and informed consultation of local communities, when tenure, legal, policy and safeguards issues are addressed in the framework of the REDD+ processes.
- Promoting the engagement and investments of local communities and small scale private sector in the implementation of REDD+ actions (e.g. low carbon farming practices, community forest management (CFM), livelihood diversification to reduce pressure from forests, sustainable woodfuel and charcoal practices, sustainable business and value chains, etc.)

Social Forestry Team (SFT)

FAO has over the years spearheaded the concept of Community-based forestry as key element in achieving social, economic and environmental objectives to sustainable forest management. This support includes decades of strengthening capacities in countries for ensuring participation of key stakeholders in sustainable forest management.

FAO's work on Community-based forestry focuses on the following thematic area:

Community based Forestry, community-based forest enterprise, Forest tenure, and Forests and food security and nutrition.

The SFT is working in close collaboration with the FFF. This collaboration has been established with the joint organisation of the pre-WFC congress event “Building momentum for community-based forestry, forest and farm producer organizations”, Durban , South Africa, 5-6 September, which gathered 100 participants to find a common way forward around a set of elaborated key messages. The document that came out is a strong call for governments to engage with communities as equal partners in decision making, respect for territorial rights following international guidelines, while demanding fair access to markets, information, greater support services and an urge for more investments, building up the financial credibility of smallholders. Currently and to respond to this call, the SFT and the FFF are collaborating in a number of countries in Asia, Africa and Latin America to support government and stakeholders in developing a conducive environment for community-based forestry.

Africa’s Great Green Wall

FAO is implementing The “Action Against Desertification initiative”^[1] in support of Africa’s Great Green Wall (Africa’s flagship initiative to build prosperity and resilience in over 20 countries around the Sahara) and UNCCD implementation and south-south cooperation in 8 countries of the African, Caribbean and Pacific Group of States. The initiative specifically focuses on restoring degraded lands in drylands and fragile ecosystems using plant-based solutions and putting communities at the heart of the action in Burkina Faso, Niger, Nigeria, Senegal, the Gambia, Ethiopia, Fiji and Haiti, regenerating their productivity and supporting their adaptation and resilience, and sustainable livelihoods of rural communities. The project is co-funded by the European Union (see www.fao.org/in-action/action-against-desertification). The overall objective is *to contribute to : (i) poverty alleviation; (ii) ending hunger, and (iii) improving resilience to climate change in drylands and other fragile ecosystems in AVP countries, using a landscape approach*; and its specific objective is *“improving the condition and productivity of the agrosilvopastoral landscapes affected by DLDD and south-south cooperation in ACP countries”*. Expected results to achieve the objectives are the following:

Result 1: Enhanced enabling environment and strengthened capacity of relevant governmental and non-governmental organisations and stakeholders in ACP countries to carry out effective cross-sectoral work, planning, financing, budgeting, implementation, monitoring and evaluation of sustainable land/forest management and restoration efforts at the landscape level.

Result 2: Local communities, governmental and non-governmental stakeholders (including youth, women and civil society) in selected landscape units in the 8 countries have adopted and are using improved and sustainable land/forest management practices and technologies.

Result 3: Knowledge and awareness among key target audiences and stakeholders from the European Union and ACP countries regarding causes and appropriate measures for combating desertification and land degradation and improving resilience to climate change, while promoting sustainable livelihoods are enhanced.

FFF and the Great Green Wall have been exploring how FFF can strengthened the role of FFPOs in each of these results and share learning.

^[1] <http://www.fao.org/in-action/action-against-desertification/en/>

External FAO Partnerships

FFF is an integral component of three major external partnerships between FAO and **AgriCord**, **WeEffect** (formerly the Swedish Cooperative Centre) and **SEWA** (the Self Employed Women's Association). In the case of AgriCord the relationship is one of an implementing partner with AgriCord providing strategic and policy guidance, linkages to its agri-agency members (including the FFD in Finland) support for small grants to FFPOs and collaboration around knowledge generation products. With WeEffect activities are evolving to provide coordinated support to producer organizations, particularly cooperatives in 8 countries, and joint resource mobilization plans have been developed. With Sewa the FFF has developed a very specific set of exchange visits and cross fertilization between Sewa members in India and women leaders in FFPO partners in Nepal. In addition FFF works collaboratively on global events and meetings with a number of important partners including **RECOFTC**, **Tropenbos International**, **APFNet**, **RRI**, **CIFOR**, **ICRAF** and others.

FFPOs at national, regional and global level are the primary partners, federations partnering with FFF represent millions of forest and farm producer members across the world. These include Apex FFPOs in 10 countries but also regional organizations like the **Asia Farmers Association (AFA)**, **The Mesoamerican Alliance for People and Forests (AMPB)**, **REFACOF** and global organizations like the **International Family Forest Alliance (IFFA)**, **the Global Alliance for Community Forestry (GACF)**, **the International Alliance for Indigenous and Tribal Peoples of the Tropical Forests (IAITPF)**.

3.5 Focus on gender, indigenous peoples and youth empowerment

3.5.1 Respecting unique context

Gender equality, youth empowerment and the protection of Indigenous Peoples' rights are key for FFF.

Gender equality

In developing countries, women play a crucial role in agricultural and forestry systems, yet they are oftentimes disadvantaged when it comes to accessing natural resources (esp. land and forest tenure), financial and extension services, education and decision making processes. This "gender gap" reduces women's productivity and diminishes their contributions to the agriculture and forestry sectors. In Sub-Saharan Africa for instance, women farmers provide 50% of the agricultural labour force but only have 2% of land titles. Furthermore, only 15% of extension agents are women and female farmers receive only 5% of the total of extension services. Women's specific roles tend to have little support from policy makers as their voices and concerns are little heard at the national and global level. Women's groups often remain confined to the local level. Furthermore, there are relatively few dedicated funding mechanisms available for women-only organizations. In mixed FFPOs, women are often excluded or poorly represented, and if represented few of them occupy leadership positions which tends to reinforce existing gender inequalities. This trend becomes even more pronounced as one moves from local to regional and national level.

Multiple factors can form barriers hindering women to become active members and access the services and benefits these organizations can provide in the same way as men, including: Socio-cultural norms; women's double burden and triple roles; women's status, age and previous membership in organizations; access to assets and resources; educational level; organizations' rules of entry; and legal and policy environment.

Youth empowerment

There are over 1.8 billion young people in the world today, 90 per cent of whom live in developing countries, where they tend to make up a large proportion of the population and where up to 70 percent of them live in rural areas. Rural youth consistently experience higher rates of unemployment compared to the overall rural population. While agriculture remains a significant employer for them, manufacturing and services increasingly provide another outlet, especially in Asia. An estimated 93 percent of the jobs available to young people in developing countries are in the informal economy, where earnings are low, working conditions are unsafe, and there is little or no social protection. Lack of job prospects force youth to migrate to urban centres, or to move abroad. Migration has contributed to the steady decline of the proportion of rural youth since the 1950s, with sharper decreases predicted for the future. At the same time, initiatives aimed at rural youth remain scarce. Youth engagement in FFPOs is often perceived positively, bringing liveliness through their dynamism, variously described as energetic, vibrant, active, revitalized, enthusiastic and very responsive. They have more interest in new technologies and bring technological and new knowledge to FFPOs. Their presence can inspire accountability and transparency as well as community cohesion and solidarity. Further effective youth engagement in FFPOs can be improved with FFF support by promoting training, employment and income generating opportunities, including consistent policy advocacy.

Indigenous Peoples' rights

In many countries, FFF is active in regions where Indigenous Peoples (IP) are living and managing land and territories. Indigenous peoples are integrally attached to their ancestral territories and their identity, livelihood and knowledge systems are tightly tied to the forest and farm landscapes they live in and with. Their unique traditional governance and cultural institutions constitute vital forms of FFPOs key to ensuring and maintaining vital and time tested forest and land use systems at the landscape level. Yet Indigenous Peoples continue to struggle against persecution, marginalization, and other forms of oppression. They are in a continuous struggle for recognition and defense of their rights to their territories, forests, land, agricultural practices, languages and biocultural heritage and face many barriers in providing for both subsistence and livelihood needs. Levels of outright violence against Indigenous Peoples defending their lands is at an all-time high.

The UN Declaration on the Rights of Indigenous Peoples, ILO 190 and a number of other international conventions and agreements underlining the unique character and the clearly articulating the rights of Indigenous Peoples have now been enshrined. A number of core principles including the right to Free, Prior and Informed Consent are now rightly required for fair and equitable relationships and for any kind activity which in any way affects Indigenous Peoples directly or indirectly.

3.5.2 Strategy for Inclusion – gender, youth and indigenous peoples

As the presented logical framework shows, achieving gender equality, youth empowerment and the protection of IPs' rights are not only an expected results of the intervention, but also a key pathways for reaching the ultimate outcomes. These can only be achieved by ensuring that all producers and local stakeholders have equal rights and access to resources, capacity development and decision-making. Building on the expertise and background of the FFF partners and on the experiences of Phase I, the following strategic consideration form the basis for inclusive programme management and implementation for all three important elements. FFF has also developed an explicit draft Gender Strategy as a starting point.

- **Baseline studies and assessments:** Baselines studies will include the assessment of the current situation in partner countries and organizations with regards to the protection of women, youth and IP's rights and their engagement in producer organizations and in decision-making processes. Through specific additional studies (such as the gender assessment of partner FFPOs conducted during Phase I), concrete cases will be analysed and specific recommendations developed.
- **Capacity development:** The development of human and organizational capacity is central to achieve inclusive processes. Building on the experiences of Phase I, a variety of national and international exchange visits, trainings and workshops will provide platforms to address the indicated challenges of women, youths and IPs. These events can be of different focus: Increasing the gender capacity of partner organizations and their members; Ensuring capacity building of women, youths and IP representatives; Providing room for peer-to-peer (i.e. women-to-women) learning and exchange of knowledge and experiences.
- **Specific tool focussing on gender equality:** FAO and the other FFF partners are already using a wide range of methods and tools that have a specific focus on gender equality, which will be used further and adapted if needed: The FFF-CoOPequity toolkit aims at providing guidance and build capacities of small-scale forest and farm producer organizations, with a particular focus on women and youth inclusion; The training manual on the Market Analysis and Development (MA&D) approach; The IUCN gender office offers a variety of tools for ensuring gender equality in development cooperation; FAO's Dimitra peer-to-peer training approach and its Community Listeners' Clubs are contributing to improving the visibility of rural populations, and women in particular.
- **Free, prior and informed consent (FPIC):** is crucial to ensure Indigenous Peoples' rights and to apply good practice in the collaboration with local communities. The FFF works primarily with and through the organizations of producers, including those of Indigenous Peoples and therefore believes deeply in following free, prior and informed consent principles in all of its work.
- **Partnerships:** FFF is already working closely together with several organizations with strong background in gender equality, for example SEWA (The Self-Employed Women's Association of India) focussing on empowering rural women or We Effect. One of FFF's key regional partner is REFACOF (African Women's Network for Community Management of Forests), a network created by 45 women from 8 countries in West and Central Africa to address social challenges, political, legal and economic issues

related to forest management in Africa with particular attention to the limitations on the participation of women.

- **Steering Committee:** The FFF Steering Committee is diverse, gender balanced and includes indigenous peoples and much of the work in many countries is intentionally focused on working with women, youth and indigenous peoples groups. It will continue maintain a gender balance and representation of IP, Youth and other producers.
- **Monitoring and Learning:** The collection of sex- and age-disaggregated data as well as data identifying the contributions and achievements in territories managed by IPs is foreseen.
- **Research and knowledge management:** Further research is needed to better understand the development of logic models addressing the major expectations of rural youth for engaging in FFPOs and sustainable livelihoods in forested landscapes. The GGCA (Global Gender and Climate Alliance), founded by IUCN and partners focus on fostering the role of women and gender equality in climate change. FFF will continue to work with FFPOs on strategies to provide more attractive opportunities for youth in enterprises, cooperatives and federations that can take advantage of and value their increase skills and capacity, their ability to use IT and social media, to network and connect to both peers and a wider range of stakeholders.

4. Risk Management

A series of risks can affect the implementation of the FFF II programme and hinder its success and sustainability. Nevertheless, through proactive adaptation and coherent mitigation measures, the potential effects of these risk can be reduced. There are both internal and external risks.

4.1 Internal risks

- **Changes of leadership or major shifts in strategy of implementing partner organizations** could jeopardize coordination. The relationship between implementing partners depends on institutional commitment to the FFF within each organization for resource mobilization, delivery of activities and some flexibility in the allocation of staff time and resources. Each organization needs to link the FFF to its institutional priorities while working under a jointly “branded” programme. Fortunately a smooth working relationship has been developed and the design of Phase II has been a fully collaborative process. Signed agreements and the new Implementing Partnership Agreements structure, should make it more likely to ensure multi-year commitments that can survive such changes. An improved system of monitoring criteria to keep a check on the partnership can be developed.
- **Shifts in funding priorities and national development assistance priorities** – is an ongoing risk for this work. Efforts will be made to track developments and keep track of strategies in major donor countries and programmes.

4.2 External risks

- **Conflicts and major disruptive events** (like the Ebola epidemic in West Africa in 2013/2014) can seriously slow down work of even the most effective FFPOS. It is therefore crucial to build and maintain the strengths of producer groups and their networks so they can allow groups to lay low and re-group in case of occurrence of such events. The support to FFPOs to provide a range of social services to their members, including social protection mechanisms and insurances, increase the resilience of these groups and its members to stresses.
- **Changes in government** resulting in strong shifts in policy can have broad negative consequences. Actively engage governments and demonstrating national and economic benefits of the work is vital. Actively engaging governments and demonstrating national and economic benefits of the work is vital. Many FFPOS provide social services to their members to help weather these changes.
- **Insecure tenure and unclear access rights** for smallholders, especially women and youth as well as Indigenous Peoples increase the risk that more powerful, actors, for instance from the commercial private sector may grab resources or displace smallholders. To make tenure rights more equitable and inclusive and in order to avoid illegitimate land grabbing and displacement, the active engagement and influence of FFPOs in policy change is critical, in particular the equal inclusion of women and youth in decision-making processes.
- **Price and market fluctuation** are risks for enterprises and cooperatives focused too heavily on one cash crop or product. Through adapted risk assessment training, capacity building in marketing and business planning, diversification and inclusive value chains, the producer organizations resilience can increase and these risks can be mediated.
- **Corruption and poor governance** within all institutions, including the FFPOS can result in concentration of power and benefits by the elite, men, and those with power. Furthermore, cases of corruption and bad governance within producer organizations that are receiving financial support through FFF II bare the risk of jeopardizing a successful and sustainable programme implementation in general. Continuous self-assessment, training on governance, strong monitoring and learning systems help foster inclusion, transparency and good governance. Special focus will be on ensuring gender equality and increasing respective capacities within partner structures and processes. Regular monitoring and learning discussions, can help expose and counter the risks of FFPOs aligning too strongly with particular political parties or interest groups. Changes in government because of elections or frequent transfer of key government personnel can pose additional risks.
- **Climate change** affects forest and farm production systems through changes in precipitation patterns, higher prevalence and intensify of floods or droughts. This can lead to land degradation, erosion, reduced water availability and eventually in a reduction of yield and the need for adapting the farming system.

One of the expected outcomes of the FFF II intervention are climate-resilient landscapes. Nevertheless, the daily work of partnering smallholder farmers and communities can still be affected adversely. Through capacity building and support for sustainable, climate smart production systems, such negative effects can be partly balanced.

- **Unsustainable farming practices** are still often promoted by extractive industry and outdated policies. In such way, forest and farm producer organizations could have negative impact on their environment. Through continuous capacity building and facilitating access to extension services and training for FFPOs and small-scale producers, the understanding and expertise of adapted sustainable agronomic practices and their effective implementation can be ensured.

All these risks as well as the suggested mitigation activities will be monitored closely throughout the project implementation. A continuous monitoring will be achieved through a multi-level approach: on national level through in-country facilitators; in the regions and within the FFF management through the FFF regional hubs.

A comprehensive environmental and social risk assessment and classification as well as the detailed risk log including mitigation action can be found in Appendix IV, Section A and B.

5. Sustainability

FFF's approach seeks to ensure sustainability of specific results and impacts over time and ensure there are no negative impacts on environmental sustainability.

5.1 Sustainability of results

FFF seeks to sustainability of results by focusing on building sustainable member based organizations, institutionalizing cross sectoral and multi-stakeholder processes, promoting policies that provide long term solutions, responds to country and regional demand and initiatives and linking to larger ongoing programmes.

FFF works with pre-existing member-based organization not dependant on external funding even though added finance can help them to reach their full capacity. Working with FFPOs and government actors also minimizes the dependence on external advisors and implementers. Building directly FFPO's capacity ensures replication and provision of training, capacity development, linkages to resources and services for their members. Similarly, Institutionalization of cross sectoral platforms with FFPOs at the table, like policy influencing activities, are an investment now for long term impacts. So is building strong leadership, especially in women and youth to ensure their commitment and involvement in policy processes and FFPOs.

By adopting a landscape approach, FFF seeks to trigger change from a sectoral perspective, combining natural resources management with climate change and livelihood considerations for long term environmental, economic and social sustainability. People and their institutions

are therefore perceived as an integral part of the system rather than as external agents operating within a landscape.

FFF response to unsustainable natural resource management and climate change risks is to place a strong emphasis on sustainable forest management. This provides a fundamental foundation for climate change mitigation and adaptation but also contributes to food security. Despite the fact that SFM has been promoted for decades, there is still a lot to do to spread the application of SFM principles. Based on a needs assessment, FFPOs will benefit from trainings of trainers on SFM principles and practices for their members.

FFPOs supported by FFF will provide extension services and help forest and farm producers' plant trees to diversify what they grow for sale and for their own consumption. This diversity will improve their resilience to fluctuations in prices, because there will always be market gluts or shortfalls that bring risk to those selling only one product. This diversity will also give them adaptive resilience to climate change, as varied trees not only improve soil and water conservation but also act as a fall-back crop if other annual crops fail. Forest and farm producer's organizations can also help in setting up early warning systems for extremes weather events. Specific risk assessment and management tools have been developed for small scale forest based enterprises to increase their resilience.

Moreover, the programme activities are strongly linked to ongoing FAO regular programme Strategic Objectives and regional initiatives that support the livelihood of producers and promote climate resilient landscapes. Programme activities also have strong synergies to other FAO programmes working to support producer organizations, climate change, social forestry, family farming. This will guarantee the long term involvement and attention of FAO programmes.

5.2 Environmental sustainability

The empirical evidence strongly supports the fact that forests and territories under the control and management of local people and their FFPOs maintain higher levels of biological diversity and environmental services than almost any other management regime. The overall goal of the programme is to facilitate and promote climate resilient landscapes and inclusive livelihoods with FFPOs and local communities at the center in the selected countries. Environmental sustainability, and this includes resilience, is therefore an underlying element of such implementation. The programme is not expected to generate any negative environmental impacts. FFF further promotes strong linkages with inclusive livelihoods as pivotal for environmental sustainability.

FFF efforts to link FFPOs to climate change programmes will further enhance environmental sustainability. Forest and farm producer organizations provide a logical entry point for positive, on-the-ground actions toward forest landscape restoration and halting deforestation. FFPOs can provide a platform to demonstrate and lobby for improved tenure systems and access rights, facilitate access to markets and capital, and offer a structure for providing capacity-building services for their members and monitoring negative environmental impacts.

6. Monitoring and learning (M&L) system

The FFF has developed a comprehensive Monitoring & Learning (M&L) system which is an annual cycle by design involving a series of iterative annual stages: planning, implementing, monitoring, reflecting and adapting.

The M&L framework combines both monitoring and learning. In terms of monitoring, quantitative and qualitative indicators are used. In terms of learning, a series of reflective questions are used to interrogate the qualitative indicators. The questions aim to capture stakeholder's perceptions about how and why particular activities have achieved impact (or not) and thereby what might need to be adjusted, introduced or struck out of FFF work plans.

The M&L system includes overall guidance on who will assess and report on what and to whom. A detailed guide exists for in-country partners and facilitators. This will be updated to the new indicators at outcome and output level.

In FFF Phase II the M&L system will still serve six main objectives:

- To carefully track progress towards achieving results through sex and age disaggregated indicators that build towards outcomes and enable reporting to the Steering Committee, donors and stakeholders – ensuring FFF's effectiveness and transparency
- To build a record of decisions taken, consequences of those decisions and progress made – important in a multi-actor, multi-country initiative with many possible outcomes
- To provide lessons from the various FFF processes and activities (– for their continuous improvement
- To enable course correction and adaptation - according to changes of stakeholders priorities or conditions on the ground
- To elicit stakeholder feedback on FFF's added value – to encourage participation and inclusiveness
- To provide for accountability – internal between the Management team and Steering Committee, country teams, consultants and immediate partners, and external to donors and stakeholders

7. Communication

Communication is a major aspect of Forest and Farm Facility's core mission. FFF activities, organised around the outcomes will form the basis upon which the Communication Strategy will be developed.

Some of the objectives of the Communication Strategy will include the following:

- Communication capacity of local forest and farm producer groups is strengthened.
- Exchange mechanisms are developed so that local forest farm producer groups can know each other and share experiences.
- The local forest and farm producer group voices are better heard and recognised at international level.
- The FFF results are widely shared and consolidate international support behind the FFF mission.

FFF will continue to develop publications such as its Working papers series, Policy briefs, Research paper, Infographics and a new web-site. IIED will lead efforts to generate new knowledge about good practices and lessons learned through joint publications and blogs. Outreach will be planned with FAO's Forestry Department Communications Team and Partners IIED and IUCN through social media and press releases.

Communication capacity of local forest and farm producer groups will be strengthened to clearly articulate and disseminate their messages and tell their stories. FAO Communication for Development team, based at FAO HQ will support the community empowerment engaging local groups in the dialogue.

The Communication Strategy will be regularly adapted to feedbacks and lessons drawn from the annual evaluation - based on the Monitoring & Learning - of the activities implementation.

8. Budget (USD)

		2018	2019	2020	2021	2022	GRAND TOTAL
	x year	15 countries	25 countries	25 countries	25 countries	25 countries	
5011 Salaries Professional							
1 Manager	246,000	246,000	246,000	246,000	246,000	246,000	1,230,000
1 Operations Officer	190,000	-	190,000	190,000	190,000	190,000	760,000
5 Forestry Officers (3 officers in 2018)	190,000	570,000	950,000	950,000	950,000	950,000	4,370,000
1 Communications Officer	76,000	76,000	76,000	76,000	76,000	76,000	380,000
1 Media officer 50%	36,000	36,000	36,000	36,000	36,000	36,000	180,000
5012 Salaries General Service							
2 Admin Clerk (G3)	45,000	90,000	90,000	90,000	90,000	90,000	450,000
1 Operations Clerk	56,000	56,000	56,000	56,000	56,000	56,000	280,000
5013 Consultants							
25 Consultants (1 Facilitator)	30,000	450,000	750,000	750,000	750,000	750,000	3,450,000
35 Consultants per year (trainer, research, short term, etc)	20,000	700,000	700,000	700,000	700,000	700,000	3,500,000
5014 Contracts							
By Country (25 countries @ 500,000 per year)	500,000	7,500,000	12,500,000	12,500,000	12,500,000	12,500,000	57,500,000
6 Regional (100,000 each)	100,000	600,000	600,000	600,000	600,000	600,000	3,000,000
2 Global (100,000 each)	1,000	200,000	200,000	200,000	200,000	200,000	1,000,000
2 Partnership Agreements @ 250,000 each	250,000	500,000	500,000	500,000	500,000	500,000	2,500,000
5020 Locally Contracted Labour	5,000	75,000	125,000	125,000	125,000	125,000	575,000
5021 Travel							
Travel (55 international @ 7,000 each)	7,000	224,000	385,000	385,000	385,000	385,000	1,764,000
Travel 25,000 per country for exchange visits)	25,000	375,000	625,000	625,000	625,000	625,000	2,875,000
Travel Training and workshops (20000 x country)	20,000	300,000	500,000	500,000	500,000	500,000	2,300,000
Travel Regional Events (30,000 x region x 3 Regions)	30,000	90,000	90,000	90,000	90,000	90,000	450,000
5023 Training (25,000 per country)	25,000	375,000	625,000	625,000	625,000	625,000	2,875,000
5024 Expendable Procurement (2,000 per country + HQ)	2,000	32,000	50,000	50,000	50,000	50,000	232,000
5025 Non Expendable Procurement	2,000	30,000	50,000	50,000	50,000	50,000	230,000
5026 Hospitality	5,000	5,000	5,000	5,000	5,000	5,000	25,000
5027 Technical Support Services							-
Final Report	12,000					12,000	12,000
Secondment	35,000		35,000	35,000	35,000	35,000	140,000
5028 General Operating Expenses (5,000 per country + hq)	5,000	80,000	130,000	130,000	130,000	130,000	600,000
5040 General Operating Expenses - external common services	15,000	15,000	15,000	15,000	15,000	15,000	75,000
5050 General Operating Expenses - internal common services	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Total	1,938,000	12,635,000	19,539,000	19,539,000	19,539,000	19,551,000	90,803,000
5029 Support Costs 5.9%	114,342	745,465	1,152,801	1,152,801	1,152,801	1,153,509	5,357,377
Grand Total	2,052,342	13,380,465	20,691,801	20,691,801	20,691,801	20,704,509	96,160,377

Appendix I: Logical Framework Matrix

Results Chain	Indicators			Assumptions
	Indicators	Baseline	Target	
Objective: Climate resilient landscapes and improved livelihoods are ensured through strong Forest and Farm Producer Organizations (FFPOs)				
Outcome1 Inclusive and enabling governance and policy processes - through more effective democratic representation by numerous FFPOs in cross sectoral, multistakeholder and other inclusive policy processes that secure climate resilience and livelihoods for their members, especially women and youth.	# New FFPOs, associations or federations (name, location, men and women, %women in leadership positions) (OI1.1) # Meetings held to decide on priorities disaggregated by men and women (description of priorities and activities to date) (OI1.2) # Policy meetings attended by forest and farm producer group representatives (men and women) (OI2.1) # Policy changes targeted by representatives of forest farm producer organisations (topic, specific changes advocated) (OI2.2)	To be assessed by country baseline studies in year 1 of programme	At least 5 new local FFPOs per partner country (or regional associations or national federations) by year 5 of the programme – all with gendered process to set priorities At least 20 opportunities per partner country taken for policy representation by forest farm producers (50:50 men and women representatives) by year 5 of programme At least 2 major policy changes per partner country targeted effectively (2 in each country)	C-1 Policies and their implementation do not reflect realities and barriers of rural communities, still poorly integrated. A-1 Well organized FFPOs can advocate on behalf of women, youth and small holders and integrated landscape management to ensure resilient, enabling equitable policies
Output 1.1 Gender balance & youth representation improved in the established FFPOs and/or internal governance strengthened local, nationally and/ or internationally	# Multi-stakeholder meetings held to identify priority regions, sectors, FFPOs to establish or support (composition, men and women) (OI1.1.1) # Small grants developed with those FFPOs (men and women)(OI1.1.2) # Processes to agree on principles & criteria for gender equity and inclusion of marginalized people in in group	No prioritisation prior to programme initiation No small grants to local forest and farm producers before programme To be assessed by country baseline	1 process in every country of prioritisation to identify the most promising FFPOs by year 1 At least 5 FFPOs (50% women's) recipients of small grants per year from year 2 4 new or consolidated plans for gender equity installed in FFPOs, per country	

	leadership and decision-making (OI1.1.3) # Priorities developed in response to inputs by women and other marginalised members (OI1.1.4)	studies in year 1 of programme (there may be prior efforts in this area)	2 major programmes designed and led by women's FFPOs	
Activity 1.1.1 Establish or strengthen FFPOs for service delivery, locally, nationally and internationally in response to demand from their members				
Activity 1.1.2 Empower women and youth within FFPOs to improve gender equity				
Output 1.2 Cross-sectoral, multi-stakeholder policy processes established to deal with issues affecting forest and farm producers and ensure large scale implementation	# Multi-stakeholder planning meetings to identify effective policy platforms & processes to address priorities FFPOs (OI1.2.1) # Partnership grants to government agencies to ensure representation by FFPOs in those policy platforms (OI1.2.2)	To be assessed by country baseline studies in year 1 of programme (there may be prior efforts in this area)	1 policy process or practice per country identified as effective conduits for FFPO engagement by year 1 1 partnership grant per country to ensure representation by men and FFPOs by year 3	
Activity 1.2.1 Install cross-sectoral, multi-stakeholder policy processes that deal with issues affecting forest and farm producers in countries and internationally				
Output 1.3 Representational openings developed for forest and farm producers within cross-sectoral, and other multi-stakeholder policy processes locally, national and internationally	Perception change FFPOs of improvement in understanding of opportunities for policy engagement (men and women, scale 1-5) (OI1.3.1) # Clear advocacy messages developed by FFPOs to present in those policy platforms (OI1.3.2)	To be assessed by country baseline studies in year 1 of programme	Awareness of policy processes manifest in reporting small grant holding FFPOs by year 2 At least 2 clear advocacy messages per partner country developed FFPOs by year 3	
Activity 1.3.1 Facilitate openings for representation by forest and farm producers cross-sectoral, multi-				

stakeholder policy processes in countries and internationally				
Outcome 2 Increased entrepreneurship, access to markets and finance through gender equitable value chains and new capacity to provide business development services in FFPOs.	# Positive perceptions (disaggregated by men and women using scale 1-5) of forest farm producer organisations of their improved ability to access markets (OI2.1) # Changes in product, price, placement or promotion enacted by forest and farm producer businesses documented (men and women) (OI2.2)	To be assessed by country baseline studies in year 1 of programme	At least 4 documented examples per partner country of substantively upscaled value chains driven by collective strength of FFPOs by year 5 of programme At least 4 examples per partner country of improved marketing of products or services derived from FFPOs by year 5 of programme	C-2 Value chains, market systems and finance still not optimizing returns to small holders especially women and youth A-2 Organized FFPOs with a focus on women and youth can aggregate, to access and add value to occupy sustainable value chains, increase incomes and financing to tie local private sector to climate resilient territories
Output 2.1 Trainings delivered in market analysis and development and other business development packages to forest and farm business representatives	# Trainings delivered in Market Analysis and Development and risk management to forest and farm producer representatives (OI2.1.1) # Participants in those training (men and women) (OI2.1.2)	No prior trainings in MA&D (although this will be assessed also in the baseline studies)	1 MA&D training per partner country established with regional participation from other countries by year 2 30 trainers (50% women) per country able to coach enterprise development by year 2	
Activity 2.1.1 Organize and deliver training in market analysis and development and other business development packages				
Output 2.2 Investments in value chain upgrading catalysed for forest and farm business organisations	# Sustainable business plans developed by forest farm producer organisations (men and women) as a result of FFF activities (OI2.2.1) # Specific investments (in land, labour or capital) made in response to analysis (OI2.2.2)	No prior business plan development organised by FFF or directed investment	business plans serving 10,000 individuals (50% women) per country by year 3 & 4 5 investment processes country catalysed for value chain development by year 5	

<p>Activity 2.2.1</p> <p>Support gender based value chain analysis and development to increase scale of market share, processing enterprises and prioritise investments and broker access to finance with forest and farm business</p>				
<p>Outcome3 Enhanced landscape scale mitigation, adaptation and resilience to address climate change, food security and nutrition through Increased capability to identify, prioritize and implement climate change solutions integrating inclusive livelihoods and landscapes with FFPOs as part of national commitments</p>	<p># New practices, plans and system adaptations adopted after exchange visit from the host system (OI3.1)</p> <p># New partnerships with national or international programmes (e.g. FLR, REDD+. FLEGT etc) for forest farm producer organisations to diversify their production system, restore their landscape or improve climate resilience (what, by whom inc. men and women, and how?)(OI3.2)</p>	<p>To be assessed by country baseline studies in year 1 of programme</p>	<p>At least 2 (of 4 total) new forest and farm businesses per partner country involve diversified production system with adaptations from hosts of exchange visits by year five of programme</p> <p>At least 10% of the national hectare restoration targets within the Bonn challenge per partner country proactively addressed by FFPOs through major new programmatic links to FLR, REDD+ and other relevant programmatic initiatives.</p>	<p>C-3 Climate mitigation and adaptation measures need integration in landscapes, & implementation at scale A-3 FFPOs (FFPOS) can amplify carbon sequestration, guarantee and secure carbon storage and non carbon benefits; develop adaptation strategies and responsive resilience.</p>
<p>Output 3.1 Links and brokered relationships with climate and landscape restoration programmes established for sustainable forest and farm businesses</p>	<p># National or international programmes successfully approached to engage FFPOs in climate and landscape restoration option (OI3.1.1)</p> <p># FFPOs(men and women) actively involved in decision making meetings (OI3.1.2)</p> <p># FFPOs(men and women) actively involved direct implementation e.g. reforestation, community forest management (OI3.1.3)</p>	<p>To be assessed by country baseline studies in year 1 of programme</p>	<p>documented examples per country of FFPOs engagement in relevant programmes by year 5</p> <p>5,000 producers per country involved in, delivering 10% restored Has in Bonn Challenge & other NDC targets by year 5</p>	
<p>Activity 3.1.1 Facilitate links between sustainable forest and farm producer organizations, climate mitigation and</p>				

adaptation and landscape restoration programmes				
Output 3.2 FFPOs contribute to increased targets for mitigation, restoration, diversified forest and farm production systems and distribution of programme related investment to their members	# ha of forests restored as part of mitigation targets (OI3.2.1) #ha of forest and farms with more diversified and climate resilient practices(OI3.2.2) #increase in investments from major climate and restoration programmes received by FFPOs(OI3.2.3) #climate resilient landscape plans completed (OI3.2.4) #Exchange visits that FFPOs took part in to see different, resilient production systems (purpose, location, highlight) (OI3.2.5) # FFPO representatives participating in exchanges (women and men) (OI3.2.6)	To be assessed by country baseline studies in year 1 of programme	Area related targets TBD nationally in joint planning meetings of FFPOs and major landscape scale programmes, Two exchanges per country per year	
Activity 3.2.1 Build FFPO capacity and engagement in innovative funding mechanisms to access and channel resources to their members				
Activity 3.2.2 Arrange trainings and exchange events to increase exposure of forest and farm producer to climate resilient landscape planning, sustainable production businesses and potential markets				
Outcome 4 Improved and gender equitable access to social and cultural services provided to women, men and youth members facilitated or delivered	# New services being offered by forest farm producer organisations, associations and federations to their members (disaggregated by men and women?) (OI4.1)	To be assessed by country baseline studies in year 1 of programme	At least 5 new social or cultural services per partner country benefitting at least an aggregate of 10,000 members of which at	C-4 Social benefits and equitable opportunity still denied to too many. A-4 FFPOS can compliment and add to

with and by FFPOS with increased capacity.	# Formal engagements between FFPOs and government agencies responsible for implementation of the SDGs(OI4.2)		least 50% are women by year 5 of programme Major documented links between FFPOs and SDG implementation in all partner countries by year 5 of programme	government social protection and social service delivery for women, youth and those still left behind.
Output 4.1 Development of mechanisms for reinvestment of a portion of producer organisation finance or labour into social or cultural services in association with relevant government and civil society agencies.	# Exchanges and peer-peer learnings organized between FFPOs, government and civil society relating to social and cultural service provision (men & women) (OI4.1.1) #Mechanisms to provide these services (to woman and men) operationalized (OI4.1.2)	No prior exchanges on social and cultural investment To be assessed by country baseline studies in year 1 of programme	2 exchanges per country show examples of FFPOs providing social & cultural services by year 5 4 examples per country of social or cultural service provision by FFPOs by year 5	
Activity 4.1.1 Organize capacity development events, exchanges and peer to peer learning to increase understanding of the role of FFPOs in social and cultural services to strengthen ownership and cohesion				
Output 4.2 Links to national SDG planning, implementation and monitoring processes and related programmes strengthened.	# Number of awareness building events on the SDGs held with FFPOs (with women and men) (OI4.2.1) # Direct financial arrangements from SDG implementation agencies that involve FFPOs (OI4.2.2)	To be assessed by country baseline studies in year 1 of programme	At least 5 SDG awareness meetings per country with individual or clusters of FFPOs by year 5 (with 50% men and women participation) At least 2 examples of in- country SDG implementation by FFPOs by year 5	
Activity 4.2.1 Broker links with national SDG secretariat and implement a participatory M&L system adjusted to monitor of and learn from SDG indicators				

Appendix II: Tentative work plan

Description	2018				2019	2020	2021	2022
	Q1	Q2	Q3	Q4				
Management								
SC meetings	X				X	X	X	X
Establish FFF management team, initially based in FAO HQ and gradually move to the regions	X	X	X	X	X			
Preparation of annual work plans	X				X	X	X	X
Preparation of the Monitoring and Learning (M&L) system	X							
Preparation of progress / annual reports				X	X	X	X	X
Conduct midterm and final evaluation						X		X
Transitional Phase (15 countries, 3 regional and global partners)								
FFF management team in place, initially in FAO HQ	X	X	X	X				
Establish Steering Committee (SC)	X							
Implementation of M&L system			X	X	X	X	X	X
Scoping studies and preparation	X	X						
Launching and multi-year work plans development in 15 countries and 3 regional and global		X	X					
Baselines for M&L system in place		X	X					
Implementation in the 15 countries and 3 regional and global partners, testing operations and delivery		X	X	X	X	X	X	X
Evaluate and reflect on the operations, select new 10 countries to start activities in 2019, total 25 countries			X	X				
Full Implementation phase (25 countries, 5 regional and global)								
Outcome 1: Inclusive and enabling governance and policy processes								
<i>Output1.1 Gender balance & youth representation improved in the established FFPOs and/or internal governance strengthened</i>								
A1.1.1 Establish or strengthen forest and farm producer organisations for service delivery, locally, nationally and internationally in response to demand from their members				X	X	X	X	X
A1.1.2 Empower women and youth within forest and farm producer organisations to improve gender equity			X	X	X	X	X	X
<i>Output1.2 Cross-sectoral, multi-stakeholder policy processes established</i>								

Description	2018				2019	2020	2021	2022
	Q1	Q2	Q3	Q4				
A1.2.1 Install cross-sectoral, multi-stakeholder policy processes that deal with issues affecting forest and farm producers in countries and internationally			X	X	X	X	X	X
<i>Outputs1.3 Representational openings developed for forest and farm producers within cross-sectoral, and other multi-stakeholder policy processes locally, national and internationally</i>								
A1.3.1 Facilitate openings for representation by forest and farm producers cross-sectoral, multi-stakeholder policy processes in countries and internationally			X	X	X	X	X	X
Outcome 2: Increased entrepreneurship, access to markets and finance through gender equitable value chains								
<i>Output2.1 Trainings delivered in market analysis and development and other business development packages</i>								
A 2.1.1 Organize and deliver training in market analysis and development and other business development packages				X	X	X	X	X
<i>Output 2.2 Investments in value chain upgrading catalysed</i>								
A 2.2.1 Support gender based value chain analysis and development to increase scale of market share, processing enterprises and prioritise investments and broker access to finance with forest and farm business			X	X	X			
Outcome 3: Enhance landscape scale mitigation, adaptation and resilience to address climate change, food security and nutrition								
Output 3.1 Links and brokered relationships with climate and landscape restoration programmes established for sustainable forest and farm businesses		X	X	X	X	X	X	X
A 3.1.1 Facilitate links between sustainable forest and farm producer organizations, climate mitigation and adaptation and landscape restoration programmes		X	X	X	X	X	X	X
<i>Output 3.2 FFPOs contribute to increased targets for mitigation, restoration, diversified forest and farm production systems and distribution of programme related investment to their members</i>								

Description	2018				2019	2020	2021	2022
	Q1	Q2	Q3	Q4				
A3.2.1 Build FFPO capacity and engagement in innovative funding mechanisms to access and channel resources to their members				X	X	X	X	X
A3.2.2 Arrange trainings and exchange events to increase exposure of forest and farm producer to climate resilient landscape planning, sustainable production businesses and potential markets				X	X	X	X	X
Outcome 4: Improved and gender equitable access to social and cultural services								
<i>Output 4.1 Development of mechanisms for reinvestment of a portion of producer organisation finance or labour into social or cultural services</i>								
A 4.1.1 Organize capacity development events, exchanges and peer to peer learning to increase understanding of the role of FFPOs in social and cultural services to strengthen ownership and cohesion				X	X	X	X	X
<i>Output 4.2 Links to national SDG planning, implementation and monitoring processes</i>								
A 4.2.1 Broker links with national SDG secretariat and implement a participatory M&L system adjusted to monitor of and learn from SDG indicators				X	X	X	X	X

Appendix III: Project Risk Log

Section A: Risks

Risk No.	Risk statement	Impact ⁶	Likelihood ⁷	Mitigating action	Action owner	Target date
INTERNAL RISKS						
1	Changes of leadership or major shifts in strategy of implementing partner organizations could jeopardize coordination.	ML	L	Signed agreements and the new Implementing Partnership Agreements structure, should make it more likely to ensure multi-year commitments that can survive such changes. An improved system of monitoring criteria to keep a check on the partnership can be developed.	Management team	Continuous
2	Shifts in funding priorities and national development assistance priorities – is an ongoing risk for this work.	ML	MH	Efforts will be made to track developments and keep track of strategies in major donor countries and programmes.		
EXTERNAL RISKS						
3	Conflicts and major disruptive events (like the Ebola epidemic in West Africa in 2013/2014) can			It is crucial to build and maintain the strengths of producer groups and their networks so they can allow	Management team	Continuous

⁶ effect on project organization if risk were to occur: H,MH,ML or L]

⁷ estimate of likelihood: H,MH,ML or L]

	seriously slow down work of even the most effective FFPOs. This could affect their internal governance structures as well as their abilities to actively and efficiently engage in policy making and implementation.	H	L	groups to lay low and re-group in case of occurrence of such events. The support to FFPOs to provide a range of social services to their members, including social protection mechanisms and insurances, increase the resilience of these groups and its members to stresses.		
4	Changes in government can result in strong shifts in policy which have the potential to negatively affect the status of FFPOs and their ability to take influence in policy processes.	MH	ML	Actively engaging governments and demonstrating national and economic benefits of the work is vital. Many FFPOS provide social services to their members to help weather these changes.	Management team	Continuous
5	Insecure tenure and unclear access rights increase the risk that more powerful, commercial private sector actors may grab resources or displace smallholders.	MH	L	This is why the active engagement and influence of FFPOs in policy change is critical.	Management team	Continuous
6	Price and market fluctuations are risks for enterprises and cooperatives, especially those focusing too heavily on one cash crop or product.	ML	ML	Risk assessment training, good business planning and diversification can mediate this.	Management team	Continuous
7	Corruption and poor governance within all institutions, including the FFPOs can result in concentration of power and benefits by the elite and men.	H	MH	Continuous self-assessment, training on governance, strong monitoring and learning systems help foster inclusion, transparency and good governance. Special focus will be on ensuring gender equality and increasing	Management team	Continuous

				respective capacities within partner structures and processes.		
8	Climate change affects forest and farm production systems through changes in precipitation patterns, higher prevalence and intensify of floods or droughts. This can lead to land degradation, erosion, reduced water availability and eventually in a reduction of yield and the need for adapting the farming system.	MH	MH	One of the expected outcomes of the FFF II intervention are climate-resilient landscapes. Nevertheless, the daily work of partnering smallholder farmers and communities can still be affected adversely. Through capacity building and support for sustainable, climate smart production systems, such negative effects can be partly balanced.	Management team	Continuous
9	There is also a risk that forest and farm producer organizations will have negative impact on their environment. This risk could be due to unsustainable practices such as overharvesting forest products, unsustainable forest management plans, and unsustainable agricultural practices leading to water scarcity and soil depletion.	ML	ML	Through continuous capacity building and facilitating access to extension services and training for FFPOs and small-scale producers, the understanding and expertise of adapted sustainable agronomic practices and their effective implementation can be ensured.	Management team	Continuous

Section B: Environmental and Social risks (FAO Checklist)

Would the project, if implemented?	Not Applicable	No	Yes	Unknown
I. FAO VISION/STRATEGIC OBJECTIVES				
Be in line with FAO's vision?			X	
Be supportive of FAO's strategic objectives?			X	
II. FAO KEY PRINCIPLES FOR SUSTAINABILITY IN FOOD AND AGRICULTURE				
Improve efficiency in the use of resources?			X	
Conserve, protect and enhance natural resources?			X	
Protect and improve rural livelihoods and social well-being?			X	
Enhance resilience of people, communities and ecosystems?			X	
Include responsible and effective governance mechanisms?			X	
ESS 1 NATURAL RESOURCES MANAGEMENT				
❖ Management of water resources and small dams				
Include an irrigation scheme that is more than 20 hectares or withdraws more than 1000 m3/day of water?		X		
Include an irrigation scheme that is more than 100 hectares or withdraws more than 5000 m3/day of water?		X		
Include an existing irrigation scheme?		X		
Include an area known or expected to have water quality problems?		X		
Include usage of non-conventional sources of water (i.e. wastewater)?		X		
Include a dam that is more than 5 m. in height?		X		
Include a dam that is more than 15 m. in height?		X		
Include measures that build resilience to climate change?			X	
❖ Tenure				
Negatively affect the legitimate tenure rights of individuals, communities or others ⁸ ?		X		
ESS 2 BIODIVERSITY, ECOSYSTEMS AND NATURAL HABITATS				

⁸ In accordance with Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) <http://www.fao.org/docrep/016/i2801e/i2801e.pdf>

Make reasonable and feasible effort to avoid practices that could have a negative impact on biodiversity, including agricultural biodiversity and genetic resources?			X	
Have biosafety provisions in place?				X
Respect access and benefit-sharing measures in force?			X	
Safeguard the relationships between biological and cultural diversity?			X	
❖ Protected areas, buffer zones and natural habitats				
Be located such that it poses no risk or impact to protected areas, critical habitats and ecosystem functions?			X	
ESS 3 PLANT GENETIC RESOURCES FOR FOOD AND AGRICULTURE				
❖ Planted forests				
Have a credible forest certification scheme, national forest programmes or equivalent or use the Voluntary Guidelines on Planted Forests (or an equivalent for indigenous forests)?			X	
ESS 4 ANIMAL - LIVESTOCK AND AQUATIC- GENETIC RESOURCES FOR FOOD AND AGRICULTURE				
Involve the procurement or provision of pesticides?		X		
❖ Aquatic genetic resources				
Adhere (Aligned) to the FAO Code of Conduct for Responsible Fisheries (CCRF) and its related negotiated instruments?				X
Be aligned, where applicable, with FAO's strategic policies established in the FAO Technical Guidelines for Responsible Fisheries (including aquaculture)?				X
❖ Livestock genetic resources				
Be aligned with the Livestock Sector Strategy including the animal disease, public health and land degradation provisions?				X
ESS 5 PEST AND PESTICIDES MANAGEMENT				
Involve the procurement or provision of pesticides?		X		
Result in increased use of pesticides through expansion or intensification of production systems?		X		
Require the disposal of pesticides or pesticide contaminated materials?				X
ESS 6 INVOLUNTARY RESETTLEMENT AND DISPLACEMENT				
Avoid the physical and economic displacement of people?			X	
ESS 7 DECENT WORK				

Adhere to FAO's guidance on decent rural employment, promoting more and better employment opportunities and working conditions in rural areas and avoiding practices that could increase workers' vulnerability?			X	
Respect the fundamental principles and rights at work and support the effective implementation of other international labor standards, in particular those that are relevant to the agri-food sector?			X	
ESS 8 GENDER EQUALITY				
Have the needs, priorities and constraints of both women and men been taken into consideration?			X	
Promote women's and men's equitable access to and control over productive resources and services?			X	
Foster their equal participation in institutions and decision-making processes?			X	
ESS 9 INDIGENOUS PEOPLES AND CULTURAL HERITAGE				
Are there any indigenous communities in the project area?			X	
Are project activities likely to have adverse effects on indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?		X		
Are indigenous communities outside the project area likely to be affected by the project?		X		
Designed to be sensitive to cultural heritage issues?			X	

ⁱ Forest and Farm Facility and AgriCord: 2016: Forest and Farm Producer Organizations – Operating Systems for the SDGs. FAO and AgriCord, Rome.