

# 2022 ANNUAL REPORT

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**Forest and Farm Facility**

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# Impact

The FFF scaled up its impact in 2022. We directly financed more than 132 forest and farm producer organizations, many of these comprising tens and even hundreds of local member-based groups and together representing tens of millions of smallholders. FFF support was channelled to 564 enterprise groups, including many majority-women's groups. With our support, these organizations strengthened, diversified and increased the profitability of their enterprises, helped members restore large areas of degraded land and boost their livelihoods, improved policies and multistakeholder processes, trained their staff and members, and raised their voices on the global stage.

Among other impacts:

- We delivered about 25 percent more to grassroots organizations in 2022 (a total of USD 5.29 million) than in 2021 (USD 4.23 million). More than two-thirds of the FFF budget in 2022 was provided as direct support to forest and farm producer organizations.
- We increased by almost fourfold the number of sustainable-resource-based enterprises of forest and farm producer organizations that are improving returns for their members, from 144 in 2021 to 564 in 2022. Of these, 211 have developed new or enhanced added value.
- We more than doubled the number of people benefiting from the restoration, protection and sustainable management of their lands in 2022, to 172 170 people. We have supported 123 787 forest and farm smallholders to adapt to the impacts of climate change.
- The efforts of FFF-supported forest and farm producer organizations have led to improvements in 125 subnational or national policies, processes and decisions in favour of forest and farm producer organizations.
- Our work has helped strengthen 165 multistakeholder processes (up from 154 in 2021). We more than tripled the number of representatives of forest and farm producer organizations participating in such processes in 2022, from 4 816 to 20 962 people.
- FFF-supported producer organizations have run 430 training events for budding entrepreneurs – including 249 in 2022. Moreover, 360 enterprises of FFF-supported producer organizations have received support from external service providers, a more than threefold increase since 2021.

- Ninety FFF-supported forest and farm producer organizations have conducted needs assessments for social or cultural services among their members, a 51 percent increase in 2022.
- We developed and deployed a gender monitoring approach in 2022, showing that our gender empowerment initiatives are having enormous benefits for forest and farm producer organizations and their members. The FFF is supporting 169 majority-women groups (up from 64 in 2021).
- We launched new initiatives on training in the use of the carbon accounting tools Ex-Act, SEPAL and RECSOIL to test these and to build capacity among producer organizations in measuring their forest and landscape restoration and climate-change mitigation efforts. For example, 177 members of producer organizations in seven countries – Ghana, Kenya, Madagascar, Nepal, Tanzania, Togo and Zambia – built capabilities in Ex-Act.
- We generated, compiled and disseminated new knowledge – such as a paper on how we position forest and farm producer organizations as key change agents to enable other programmes to understand and adopt our methodologies; guidance on shared labels to empower producer organizations to capitalize on their biocultural diversity; a survey of perceptions in producer organizations on what constitutes a successful landscape; and a study of options for assessing the forest and landscape restoration undertaken by small-scale forest and farm producers.
- We convened two global in-person events – one in Viet Nam on the importance of diversification for climate resilience, with 250 participants from around the world, and another in Mexico on local territorial financing mechanisms involving representatives of 13 forest and farm producer organizations from nine countries in the region and beyond.
- We placed 37 stories in various media about FFF-associated events and on-the-ground successes, with increased attention on ensuring accurate technical content while also giving more voice to beneficiaries. We used Twitter creatively to increase the catchment of potential readers, with 2 000–12 000 impressions per month.
- We ensured a strong presence of forest and farm producer organizations in crucial global processes, especially the UN Climate Change Conference, with involvement in more than ten associated events, and also the UN Biodiversity Conference. We launched “Stewarding the Earth 2.0”, an initiative to advance the leadership of Indigenous women.



# Abbreviations and acronyms

<b>Anproca</b>	<i>Asociación Nacional de Productores de Café</i> (Bolivia)
<b>BMZ</b>	Federal Ministry of Economic Cooperation and Development (Germany)
<b>CDTNA</b>	Choma District Tree Nurseries Association (Zambia)
<b>CFA</b>	community forest association (Kenya)
<b>COP</b>	Conference of the Parties
<b>DBG</b>	direct beneficiary grant
<b>F4F</b>	Forests4Future
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FECOFUN</b>	Federation of Community Forest Users in Nepal
<b>FFF</b>	Forest and Farm Facility
<b>FF-SPAK</b>	Farm Forestry Smallholder Producers Association of Kenya
<b>GEF</b>	Global Environment Facility
<b>GHaFFaP</b>	Ghana Federation of Forest and Farm Producers
<b>GHS</b>	Ghanaian cedi
<b>GIZ</b>	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> (Germany)
<b>ha</b>	hectare(s)
<b>IIED</b>	International Institute for Environment and Development
<b>IUCN</b>	International Union for Conservation of Nature
<b>KANBOACU</b>	Kasena Nankana Baobab Cooperative Union (Ghana)
<b>KES</b>	Kenyan shilling(s)
<b>LoA</b>	letter of agreement
<b>M&amp;L</b>	monitoring and learning
<b>MVIWAARUSHA</b>	<i>Mtandao wa Vikundi vya Wakulima na Wafugaji wa Mkoa wa Arusha</i> (Tanzania)
<b>MVIWAMA</b>	<i>Mtandao wa Vikundi vya Wakulima na Wafugaji wa Mkoa wa Manyara</i> (Tanzania)
<b>NASFPA</b>	Nakuru Smallholder Fruit Producers Association (Kenya)
<b>OFFCOP</b>	Offinso Fine Flavour Cocoa Farmers' Cooperative (Ghana)
<b>PGS</b>	participatory guarantee system
<b>PNFDDSA</b>	Women's National Platform for Sustainable Development and Food Security (Madagascar)
<b>SDG</b>	Sustainable Development Goal
<b>SEPAL</b>	System for Earth Observation Data Access, Processing and Analysis for Land Monitoring
<b>Sida</b>	Swedish International Development Cooperation Agency
<b>TZS</b>	Tanzanian shilling(s)
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNORCAC</b>	<i>Unión de Organizaciones Campesinas e Indígenas de Cotacachi</i> (Ecuador)
<b>USD</b>	United States dollar(s)
<b>ZMW</b>	Zambian kwacha





# 1. Introduction

Smallholder farms (under 2 ha in area) produce 30–34 percent of the world's food supply on 24 percent of the gross agricultural area. Not only are small farms more productive per unit area than large-scale monocultures, they also have greater agrobiodiversity. Moreover, we know that Indigenous Peoples and local people are effective forest guardians and that deforestation rates and carbon emissions are lower in areas where governments recognize their land tenure.<sup>1</sup>

Collectively, therefore, forest and farm smallholders and communities are essential at a global scale for food security, biodiversity conservation and climate-change mitigation. But they are under extreme pressure from a changing climate, political uncertainties and market stresses such as those arising from the COVID-19 pandemic. They need support to organize, pool their knowledge, increase their market power, and influence policies in their favour. They need partners like the FFF.

The FFF's mission is to strengthen forest and farm producer organizations representing smallholders, rural women, forest communities and Indigenous Peoples as the key agents for achieving the Sustainable Development Goals (SDGs) and delivering effective climate action. It has been operating since 2012 and is now in its second phase (2018–2025). The strength of the FFF stems from the sturdy partnership between its four founding agencies – the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN) and AgriCord (Box 1).

After two years in which the work of the FFF and its partners was hobbled by the COVID-19 pandemic, we began returning to full operational efficiency in 2022. We made a major effort to accelerate dialogue, advocacy and field action.

This summary report illustrates our work in 2022. It shows how forest and farm producers, through their organizations, are delivering better livelihoods for their members as well as the climate, nature and development action the world needs. It shows how FFF groundwork has mobilized grassroots organizations fighting for and increasing land-tenure security for their members and helping address the additional hurdles faced by women-led businesses. It illustrates how FFF investments have improved the marketing of diverse products, promoted the sustainability of diverse traditional and indigenous ancestral foods, and contributed to food security and high-quality nutrition in the face of climate change. It outlines a shared advocacy campaign involving a vast and powerful array of smallholder farmers and Indigenous

<sup>1</sup> FAO & FILAC. 2021. [Forest governance by Indigenous and Tribal People: An opportunity for climate action in Latin America and the Caribbean](#). Santiago, FAO and Fund for the Development of Indigenous Peoples of Latin America and the Caribbean (FILAC).

Peoples to increase local access to climate finance. And it explores the challenges and how we are continually improving, learning from our experiences and adapting to rapid change.

To date, phase II of the FFF has provided direct financial support through letters of agreement (LoAs) to 132 forest and farm organizations that collectively have tens of millions of members. We have reached diverse organizations, from local associations and cooperatives to regional and national apex federations and regional and global alliances (themselves supporting many hundreds of local groups). These organizations have directly supported 564 diversified businesses in adding value to their forest and farm products and 115 groups in developing climate action plans; benefited 172 170 people and protected, restored or introduced sustainable management to 161 993 ha; changed 125 policies in favour of forest and farm producers; and leveraged USD 1.16 billion in large-scale programmes. We are spreading understanding of the power of participatory, bottom-up approaches to generate nature-based solutions for people and planet.

In this annual report, Chapter 2 presents stories of our work in 2022, organized in six emergent themes, illustrating the focused work we are doing with our partners in the ten core countries and globally. Chapter 3 shows the progress by outcome, as measured by various indicators. Chapter 4 notes key challenges and lessons from 2022. Chapter 5 provides a budgetary overview and lists our resource partners and the funding they are providing. Annexes give further detail of the work done in each core country in 2022 and list our knowledge-generation and training efforts, regional and global activities, and the events we hosted or otherwise supported.

As the pandemic recedes, the war in Ukraine is giving rise to new threats to forest and farm producer organizations and their members, such as increasing prices for food, fertilizers and transportation. Never has it been more important to get money directly into the hands of such organizations for climate, nature and development action, and the FFF team is as committed as ever to this mission. We are gratified to see the difference the programme is making at ground level, as well as the increasing attention being paid to smallholder forest and farm producers and their representative organizations on national, regional and global stages. We recognize, however, that such successes must be built on to achieve change at the scale required. We are at a crucial and exciting moment, with forest and farm producer organizations poised to ramp up their influence in 2023 and beyond.



## The Forest and Farm Facility

The FFF was established in 2012; its second phase, which began in 2018, will continue to 2025.

We are working to achieve four transformative outcomes:

### Outcome 1

More enabling policy and legal frameworks for forest and farm organizations delivered through more-inclusive governance and cross-sectoral processes (SDGs 16 and 17).

### Outcome 2

Increased entrepreneurship, access to markets and finance through gender-equitable value chains delivered through new capacity to provide business incubation within forest and farm organizations (SDGs 1, 5, 8 and 12).

### Outcome 3

Improved delivery of landscape-scale mitigation of and adaptation to climate change and climate resilience through the direct engagement of forest and farm organizations and integration with inclusive livelihood approaches (SDGs 2, 13 and 15).

### Outcome 4

Improved and equitable access to social and cultural services (SDGs 3 and 10).

The FFF works at the local, national, regional and global scales, with on-the-ground operations in ten “core” countries – Bolivia, Ecuador, Ghana, Kenya, Madagascar, Nepal, Togo, Tanzania, Viet Nam and Zambia – and some others. It has direct impacts on forest and farm producer organizations by providing funding, information and advice and enabling diverse exchanges among such organizations and between them and policymakers. FFF pathways for scaling up include working with grassroots apex organizations to influence narratives and policies and catalysing government, donor and private investments in forest and farm producers and the four FFF outcomes.

The FFF has four implementing partners with complementary attributes.

**FAO** brings longstanding, trustworthy relationships with governments, a strong presence in countries, and technical experience.

**IIED** is a persuasive thinktank that helps shape narratives, with skills and experience in participatory research, monitoring and learning related to (among others) community enterprises, forestry and climate finance.

**IUCN** has strong links to the environmental world at multiple scales, especially conservation organizations worldwide; “Indigenous Peoples’ organizations” is one of its membership categories.

**AgriCord and its 12 member agencies** have vast experience and knowhow in providing technical assistance and training to forest and farm organizations.

The FFF’s work has been made possible by the generous support of the governments of Finland, Germany, the Netherlands, Norway through the FAO Flexible Voluntary Contribution, Sweden and the United States of America, as well as the European Union and IKEA. To date, the FFF’s resource partners have committed USD 55.8 million for the FFF’s second phase.





## 2. Major themes in 2022 – illustrating our work

Such is the breadth of impact achieved by aligning with and supporting the development, climate and nature ambitions of grassroots forest and farm producer organizations and their umbrella bodies, it is challenging to report briefly by outcome.<sup>2</sup> As we did last year, we have identified themes in 2022 by which to exemplify our work on the outcomes; in this way, over several annual reports, we are painting a fuller, informative picture of how we operate and the ground-level impact we are having. This chapter addresses the following six themes in 2022:

1. Using internal organization and strength in numbers to secure tenure
2. Strengthening women's entrepreneurship to reduce poverty
3. Evolving marketing capacities
4. Meeting land restoration objectives for climate mitigation
5. Boosting food security by using agrobiodiversity
6. Getting climate and development money to the ground.

These themes approach the outcomes from various angles – for example, theme 1 addresses a component of outcome 1, themes 2, 3 and 6 tackle aspects of outcome 2, and themes 4, 5 and 6 examine outcome 3 (explicit results for each outcome, including several crosscutting components under outcome 4). We describe the themes using representative (but far from comprehensive) examples to show how our work is having tangible impacts in grassroots communities – about 67 percent of our funds supports such communities, and 57 percent goes directly to the bank accounts of forest and farm producer organizations. Thus, at the same time as we strive to improve the policy environment and grow markets for forest and farm producer organizations and their members and increase their access to finance, we are supporting local communities, including women, to secure their rights, improve their environments and boost their livelihoods and food security.

<sup>2</sup> The annexes provide details of country achievements by outcome.



## Using internal organization and strength in numbers to secure tenure

The FFF works with forest and farm producer organizations, which are bodies created to enable rural communities and smallholders to share information, cut costs and strengthen their voice. Among other things, grouping together empowers those who otherwise lack political muscle to negotiate tenure rights to their lands. In 2022, we helped strengthen the internal organization of diverse groups to increase their effectiveness in securing land rights and reaping the benefits this brings.



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In **Kenya**, we helped three community forest associations (CFAs) in Laikipia, Bomet and Bungoma counties, collectively boasting more than 20 000 members, to revise participatory forest management plans and thereby enable them to sign forest management agreements with the Kenya Forest Service. These agreements are legal documents that grant access and user rights to various forest resources, such as fodder, water, firewood, non-wood forest products and ecotourism; plantation timber rights are also on the agenda. One of many positive outcomes from the negotiations is that members of the Chepalungu CFA will now obtain 10 percent of the user fees collected by the Kenya Forest Service on their lands.

The FFF-supported **Ghana** Federation of Forest and Farm Producers (GhaFFaP), an umbrella organization with more than 1 million members, is working with local organizations to obtain long-term land tenure and security for smallholders. In the savannah zone, for example, three GhaFFaP-supported organizations have prepared land-title documentation for their women's groups. Some 600 ha of land was secured in 2022, benefiting 800 women collectively. One of the organizations, the Savanna Women Farmers Association, with a membership of about 3 600 women and 100 men, signed a memorandum of understanding with chiefs for 90 ha, which yielded 194 bags of soybeans and maize for members in 2022.

In the Manyara region of **Tanzania**, the mission of an FFF-supported regional network of smallholder farmer groups, *Mtandao wa Vikundi vya Wakulima na Wafugaji wa Mkoa wa Manyara* (MVIWAMA), is to empower its members and help them secure land tenure. In 2022, MVIWAMA established the Manyara Regional Environmental Multistakeholder Platform to bring together diverse stakeholders to address tenure and other concerns. Among those participating in the platform are regional and local government administrations with a mandate to govern all aspects of land tenure. The platform enabled forest and farm producer organizations to share their concerns about tenure and the need to better protect landscapes and natural resources. As a result, all villages in the landscape assigned areas for protection and natural resource use; for example, local authorities allocated 500 ha for natural resource use to MVIWAMA members in Dirim village in 2022.

We have worked to increase awareness in **Zambia's** Forest Department about the importance of sustainable-use rights for forest-dependent communities. Eleven FFF-supported forest and farm producer organizations and the government have identified more than 20 sites covering 550 ha, for which they have started processes to secure tenure rights. For example, the Masopo Women's Group, which makes and sells baskets and also forest medicines, convinced the local traditional leader to grant the group about 26 ha for community forestry and gardens.



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## Strengthening women's entrepreneurship to reduce poverty

Women are vital actors in advancing the rights of Indigenous Peoples and local communities and increasing the effectiveness of forest and farm producer organizations, but they face differentiated barriers affecting their participation in decision-making, resource allocation, education and job opportunities. They warrant targeted support, which we continued to offer in 2022 through weighted funding allocations and specific empowerment tactics. We have always emphasized women's empowerment in our approach, but the independent mid-term evaluation recommended we strengthen aspects of our gender work in 2022. In response, we improved our gender monitoring (see Chapter 3) and developed a virtual "peer-to-peer mentoring" series – set to launch in 2023 – to encourage the transfer of knowledge on entrepreneurship, business development and incubation, and empowerment among women-led and majority-women producer organizations.



In **Tanzania**, we are supporting umbrella associations such as *Mtandao wa Vikundi vya Wakulima na Wafugaji wa Mkoa wa Arusha* (MVIWAARUSHA), which is a network of smallholder farmers and pastoralists in the Arusha region that encourages women's entrepreneurship and business management.

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Six women-owned beekeeping enterprises have formed and are now operating in the Njombe, Arusha and Manyara landscapes. In Njombe, 37 women in four producer organizations produced 986 kg of honey from 198 beehives, generating sales valued at TZS 7.88 million (about USD 3 375). MVIWAARUSHA provided women's groups with training; for example, 13 members in the village of Esilalei in Monduli district were trained in the construction and use of modern beehives, honey extraction using proper equipment, and insect and pest control.

With FFF support, MVIWAMA is working to empower women and men in the Mbulu landscape. It has established 15 community microfinance groups, which, combined, now have 485 members, including 290 women.

These groups have obtained loans valued at TZS 68.9 million (USD 29 500) and accumulated savings worth TZS 33.4 million (USD 14 300). MVIWAMA has provided 159 people – 83 females and 67 males, including 38 youth – with entrepreneurship training. Of the trainees, 62 (including 47 females) have developed business plans.

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The *Asociación de Mujeres Emprendedoras Las Pioneras*, a women's organization established to manage non-wood forest products in the Río Blanco Indigenous Community in **Bolivia**, extracts copaiba oil (derived from *Copaifera* trees) in a 2 500-ha area. They process the oil into soap, ointments and essential oils, and FFF assistance has enabled the association to increase its sales by nearly 60 percent. We are also working in other regions of the country with an umbrella body, the National Network of Forest and Farm Producer Organizations of Bolivia, to increase women's inclusion in producer organizations. As part of this work, in 2022:



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- CELCCAR started the ABEJAS Señoritas enterprise to produce honey from native bees – it has 29 members, 16 of whom are women.
- Rio Blanco established new methodologies in its *Grupo Aserradero León* for using timber residues in the production chain, with the participation of 21 people (including ten women).
- AAGROPAMA, which processes acai into frozen pulp, has 17 members, of whom eight are women.
- Adapicruz promotes beekeeping and sustainable forest management through *Las Señoritas de San Antonio de Lomerío*, a honey producers' association with 37 members, of whom 15 are women.

The FFF is working to increase the participation of women in all these organizations, including in decision-making through representation on their boards.

In **Ghana**, the mission of the FFF-backed Kasena Nankana Baobab Cooperative Union (KANBOACU), which comprises 42 cooperative societies and 424 group enterprises, is to improve living standards through business development and sustainable environmental management and practice. The loans it offers are structured deliberately to benefit women producers, with the union financing more than 11 000 women (and about 1 300 men). We supported KANBOACU in 2022 by facilitating meetings and dialogues and helping develop the union's capacity to serve its members in solving conflicts on land, accessing markets and diversifying their products.

Supported by the FFF, the Farm Forestry Smallholder Producers Association of **Kenya** (FF-SPAK) facilitated training under the FAO Flexible Voluntary Contribution through the Women's Empowerment Farmer Business School in September–November 2022.



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The School uses a gender-transformative approach to reinforce the capacities of female and male farmers to create profitable agricultural enterprises while also transforming gender relations in households, communities and markets. It trained 66 master trainers (including 39 women) in business incubation and acceleration in three women's groups in Bomet, Bungoma and Laikipia counties. The new master trainers are expected to train and mentor women and youth in their producer organizations.

In **Madagascar**, the FFF-backed Women's National Platform for Sustainable Development and Food Security (PNFDDSA) is providing training for women to enable them to develop business plans, supporting start-ups such as plant nurseries, offering loans, and boosting marketing by convening trade fairs. In 2022, 496 women in PNFDDSA received training in business incubation; 60 small and medium-sized businesses were supported to generate benefits and returns for PNFDDSA members; 90 nurseries (80 percent of which are women-led) received training in tree-nursery establishment and management; 11 producer organizations received microfinance loans; and four producer organizations participated in rural fairs to market goods produced by their members, such as fruit and vegetables, honey, peanuts and soap.

We have a long-running partnership with the Federation of Community Forestry Users of **Nepal** (FECOFUN), which represents more than 22 000 community forest user groups with access to 2.2 million ha of forest and a



combined membership of 8.5 million people in 2.9 million households. FECOFUN is supporting local producer groups to improve and scale up income-generating activities. For example, 20 members of the Bungdal Women's Micro Enterprise Group in the Bungdal community forest have formed an enterprise based on turmeric production and processing. FECOFUN provided the group with finance to enable it to purchase a processor and to construct a collection and processing facility and connect it to the electricity grid.

In partnership with the **Viet Nam** Farmers' Union, we are supporting the Yen Duong Cooperative, which is led by local woman Ma Thi Ninh. Ninh ensures that the cooperative integrates cultural and religious activities into farming activities, which inspires the entire community to participate.



© IUCN

Membership of the Yen Duong cooperative has grown from five individuals in 2019 to 45 regular members and nearly 250 associate household members today; more than 90 percent of members are ethnic-minority women. The cooperative produces organic sticky rice, seasonable vegetables, organic herbs, vermicelli noodles, perfume squash tea, honey, and bamboo handicrafts and furniture. The Yen Duong cooperative lobbied for a new road to help members get their produce to market, trained farmers in business management, established processing facilities for their products,

developed participatory guarantee system (PGS) labels to add value to products, and now operates a tourism venture based on the area's beautiful forest and farm landscapes and the culture of the Tay and Dzao peoples. The cooperative has enabled an increase in income from forests and farms of 10–25 percent. In 2022, Ms Ninh established a forest and farm cooperative union with 13 member organizations, several led by women and representing 296 people, including 144 women.

Supported by the FFF, the Tubeleke Women's group in Choma, **Zambia**, which has 36 members (26 women and girls and ten men and boys) as well as two subgroups (with a total of 44 members, comprising 40 females and four males), continues to develop business skills and entrepreneurship among its members, and incomes are rising. In 2022, the group made 814 baskets, of which it sold 554; it also generated income from the sale of pigs and goats. The group installed a solar irrigation system with support from the FFF and subsequently grew 10 000 cabbages and 98 boxes of tomatoes. It established mobile money booths and planted 0.5 ha of bamboo to create a resource for the basket-makers. Overall, the group earned ZMW 89 750 (about USD 5 300) in 2022, a portion of which it distributed to members. It gave an amount to vulnerable people in the community and reinvested the remainder in its various businesses.



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## Evolving marketing capacities

A key part of the FFF's approach is to help producer organizations increase the scale and quality of their products, including through grants to groups whose members want to consolidate or increase production volumes and improve product quality. In 2022, we backed efforts to develop product labels highlighting the cultural and environmental credentials of producers (Box 2); increase access to new markets; improve product quality; and upgrade production processes.

## Shared labels

The FFF funded production of the report, [Shared Labels: Selling Stories that Conserve Biocultural Diversity and Promote Resilience](#), which was published in 2022. Edited by IIED's Kata Wagner, the report reviews experiences among forest and farm producer organizations and their smallholder members of shared labelling schemes in the quest to increase the market presence of their products. It uses case studies to illuminate the experiences and lessons learnt of organizations as they work to fully establish their labels. The case studies confirm that shared labels strengthen collective action by creating marketing groups and increasing coordination and collaboration among forest and farm producer organization members, service providers, local authorities and other stakeholders. Labels can be effective marketing tools that allow local producers to expand their marketing options, venture into previously inaccessible markets, command higher prices for their products, and strengthen local values and identities.

More: [www.iied.org/21111iied](http://www.iied.org/21111iied)

Labelling and quality control has enabled forest and farm producer organizations in **Bolivia** to increase revenues. With FFF support, El Ceibo improved its processes in more than 1 600 production units and provided 856 producers (one-third of them women) with technical assistance to ensure compliance with organic production standards. In 2022, El Ceibo sold cacao in European high-value organic and fair-trade markets at a total value of USD 2.06 million. The National Association of Coffee Producers (*Asociación Nacional de Productores de Café* – Anproca) represents about 2 000 smallholder coffee producers across the country. It has enabled 84 producers on about 400 ha to obtain organic certification for markets in Bolivia, the European Union and the United States of America; these producers have contracts to export certified products valued at USD 460 000 to China, Colombia, Egypt and Europe. Anproca also developed and launched (in early 2023) its Cafecito Boliviano shared label.



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In **Ecuador**, with FFF support, the Amazonian Chakra Corporation – which now represents 850 families in 21 communities – made great advances in 2022 in developing the marketing capacity of its members, who produce cocoa, vanilla and guayusa in indigenous agroforestry systems. For example, 200 producer farms were accredited with the Amazon Chakra Seal to improve their access to high-value markets.<sup>3</sup> Outreach was conducted in 2022 to raise the visibility of the seal and thereby increase access to differentiated markets and boost tourism associated with the brand. Work was also done to position the corporation to sell produce via an e-marketing platform. We directly supported the following producer organizations linked to the Amazonian Chakra Corporation in 2022:

<sup>3</sup> The Amazon Chakra Seal is a means for marketing products generated by the chakra system using a PGS to verify that the products are produced to specified (organic) standards. It is expected to become operational in 2023 for at least three value-added products and also for agrotourism services.



- The Kallari Association developed three new recipes in 2022 and produced 9 000 chocolate bars; promoted three new chocolate bars, including via digital media, and identified value chains for them; and designed and implemented a modular training programme focused on leadership and entrepreneurship.



- *Unión de Organizaciones Campesinas e Indígenas de Cotacachi (UNORCAC)* improved its marketing capacity, including by updating the documentation for Runa Tupari, a UNORCAC-owned enterprise that operates community tourism in indigenous Andean communities.
- *Unión de Organizaciones de Agricultores Agroecológicos de la Provincia de Tungurahua* increased its marketing capacity by, among other things, implementing harvest, post-harvest and packaging processes to guarantee the quality of its agrifood products.

The Tele-Bere Village Savings and Loans Association in **Ghana** is a member-based producer organization in the Upper East region; more than 85 percent of its members are women and nearly half (46 percent) are youth. The association linked its moringa farmers to a major buyer, Moringa Connect, selling about 1.5 tonnes of moringa seed to the company in 2022 and earning GHS 5 250 (about USD 425). The new relationship is providing members with an assured

market for moringa seed and the potential to diversify their incomes.

In 2022, we helped **Kenya's** Nakuru Smallholder Fruit Producers Association (NASFPA) develop the entrepreneurship skills of its members and a business plan for avocado value chains. Ninety-five NASFPA members harvested 80 tonnes of avocado in 2022, which were marketed collectively and exported. The FFF also worked with NASFPA to establish an avocado cooperative, the Nakuru Small Holder Fruit Cooperative Society, to improve the marketing of its produce.

The FFF has enabled considerable improvements in the packaging, processing and labelling of honey in **Tanzania**. Working with MVIWAMA in the Mbulu landscape, four beekeeping groups with 113 members received training in good hygiene practice during harvesting, processing, packaging and labelling. This enabled the marketing of honey products with good-hygiene labels, with the four groups selling more than 400 kg of honey worth TZS 3 million (about USD 1 290) in 2022. Linkages between beekeeping groups and garlic-processing groups facilitated by the FFF and MVIWAMA led to the production of a new product – garlic paste containing honey.



MVIWAMA has also created product-based associations for members working in tree nurseries, beekeeping value chains and community microfinance groups.

The Tree Nursery Growers Association, for example, now has 95 members, including 51 females.



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In **Viet Nam**, in the An Binh commune, Hoa Binh Province, the Viet Nam Farmers' Union and the FFF helped farmers form the Hai Dang Hi-tech Organic Cooperative, initially to raise chickens in acacia plantations. The cooperative, which now has more than 100 members, owns 213 ha of acacia plantations and also produces mushrooms and raises goats, pigs and bees. After forming the cooperative, members gained exposure to new ideas through study visits organized by the FFF – a process that helped build trust among members and inspired them to establish a business together. In 2020, the cooperative mobilized capital from its members to acquire a poultry slaughterhouse, and it also invested in a

venture to grow mushrooms under the forest canopy. In 2022, the cooperative conducted market research and established contacts with local customers and traders and with supermarkets in Hanoi and elsewhere. To ensure that all its members understand the manufacturing process, the cooperative convened diverse business-related activities and instituted a process of cross-supervision among its members to ensure product quality. It is now selling 8–10 tonnes of chickens per month and 3–5 tonnes of mushrooms at prices 10–15 percent higher than before; members' incomes grew by 20 percent or more in 2022, and buyers can trace the origin of the products they buy.



## Meeting land restoration objectives for climate mitigation

Climate change is having serious impacts on forest and farm producers, who, as climate-change “sentinels”, are also best placed to respond to it. The FFF supports inclusive efforts to diversify social, ecological, economic and physical structures in ways that mitigate climate change and help smallholders adapt to it and build resilience. In 2022, we continued helping producer organizations restore their lands and boost productivity through soil conservation, agroforestry, tree-planting and other sustainable practices. We also explored the best ways to monitor these forest and landscape restoration efforts (Box 3).



## Measuring restoration by forest and farm producers

The FFF supported a preliminary assessment of forest and landscape restoration monitoring approaches that can be used in different contexts, published in 2022 as [Restoration Reckoning: Assessment of Available Options \(Geospatial/Local Measurement and Modelling\) and their Strengths and Weaknesses for Measuring Forest Landscape Restoration by Forest and Farm Producer Organisations](https://www.iied.org/21276g). The objective of the assessment, carried out by consultant Samuel Bowers, was to identify realistic monitoring options for the FFF given its unique operations and complex collaboration with forest and farm producer organizations. The work was guided by interviews with FFF country facilitators in Ecuador, Ghana, Kenya, Tanzania and Viet Nam, a desk-based review of existing methods and tools for restoration monitoring, and an assessment of the applicability of these to the FFF. Detailed discussions were also held with forest and farm producer organizations in Ecuador, Nepal and Tanzania. The report makes recommendations aimed at enabling the FFF to generate maximum value from the rollout of restoration monitoring among the forest and farm producer organizations it supports.

More: [www.iied.org/21276g](https://www.iied.org/21276g)



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In **Ghana**, the Offinso Fine Flavour Cocoa Farmers' Cooperative (OFFCOP), which is registered in the Ashanti region, established a nursery in 2021 with FFF support to produce seedlings for members for use in their agroecological systems. In 2022, the nursery produced 3 380 mahogany and ofram shade trees and distributed them to 491 cocoa farmers (196 women and 295 men), who planted them on 1 136 ha of productive land. This work is contributing to climate-change mitigation and also offers additional business opportunities in tree

value chains. OFFCOP, which is Fairtrade-certified, has 539 smallholder members (42 percent women and 15 percent youth).

In **Kenya**, we continued our support for CFAs in Bomet, Bungoma and Laikipia counties in their efforts to restore degraded lands, with about 32 000 ha now under sustainable forest management. The CFAs were also supported to increase the climate resilience of their members' livelihoods, including through the production of honey and other non-wood forest products. With support from FAO's System for Earth Observation

Data Access, Processing and Analysis for Land Monitoring (SEPAL) team, the FFF trained 12 representatives (six women) from the three CFAs in mapping techniques using Google Earth. The trainees now have the skills to map FFF areas of intervention in their CFAs and will do so in 2023. Umbrella organization FF-SPAK has also received training on SEPAL as well as Ex-Act (a tool for estimating and tracking the outcomes of agricultural interventions on greenhouse-gas emissions), with the aim of providing training for its members over the long term and helping make forest and farm producer organizations and their members more visible in restoration and other landscape management activities.

**Madagascar** is a biodiversity hotspot, but it has lost at least 45 percent of its forest area in the last 60 years. In close collaboration with the Forests4Future (F4F) project funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ), we are working with forest and farm producer organizations such as the Farmer Organization Syndicate and the PNFDDSA to train and support producers in the restoration of degraded lands, including through improved agroforestry.



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In the past two years, F4F has restored 285 ha of forested landscapes, including mangroves, thus helping reduce soil erosion, conserve biodiversity and improve water quality. We are supporting about 4 000 Malagasy

smallholder farmers and forest producers to incorporate elements of forestry into their agriculture, such as by building nurseries to grow climate-resilient tree species for use in reforestation campaigns. In 2022, these farmers introduced agroforestry to 846 ha of degraded land. This work is contributing to the AFR100 initiative, in which Madagascar has committed to restoring 4 million ha of degraded land by 2030.

The Chepang are marginalized Indigenous forest communities in **Nepal** and India. Historically semi-nomadic, the Chepang started farming a couple of decades ago but still rely mostly on forests for their livelihoods. In collaboration with the Mount Everest Forest Botanical Alliance, we are helping a Chepang women's group add value to chiuri, a local tree with diverse uses, such as in the production of religious butter-lamp oil, edible oil, shampoo, soap, lip balm, moisturizer and hair treatment cream.



©IUCN/Racchya Shah

The FFF facilitated a policy dialogue between the women's group and the Raksirang rural municipality, leading to a larger-scale restoration initiative that has restored 54 ha by establishing a chiuri plantation. It has also led to the development of an agroforestry-centric, community-driven landscape restoration programme on more than 1 000 ha in Makwanpur district, in collaboration with local and provincial governments and other actors.



A tree-planting campaign launched with FFF support in **Togo** in 2020 is boosting the contributions of Togolese forest and farm producers to the country's AFR100 target, which aims to increase forest cover to 25 percent by 2025 and establish 1 billion trees by 2030. Achievements to date include the establishment of demonstration reforestation sites, such as in the Kpandoublou sacred forest; the production and screening of two television documentaries on the roles of forest and farm producer organizations in forest and landscape restoration; the creation of 33 nurseries and production of 600 000 plants (in 2019–2022); and the reforestation of 411 ha of land in 2022.

In **Zambia**, the FFF was instrumental in establishing the Choma District Tree Nurseries Association (CDTNA) in 2018 as an umbrella body for local tree-nursery groups. The CDTNA lobbied for and set up a bulking centre behind the district forest office in

Choma and improved water availability by sinking a bore. It grew its membership from 52 to 126 in 2022 (four of the executive committee's eight members are women). The CDTNA offers nursery space for members to grow their plants; in return, the association receives 5 percent of sales. The CDTNA serves as an incubation centre for potential tree nursery businesses, providing space, water and technical knowhow; four micro, small and medium-sized tree nursery businesses have been established since the CDTNA was formed. The Choma District Tree Nursery has more than 360 000 plants comprising 56 species, such as fruit and food-supplement trees, nitrogen-fixing agroforestry trees, timber species and ornamentals. It also has diverse buyers, especially among church-based and civil-society restoration groups. The CDTNA now has a database of buyers for tracking the area of afforestation it is supporting.



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## Boosting food security by using agrobiodiversity

The world urgently needs to maintain agrobiodiversity to increase climate resilience and food security. Projections suggest that climate change will reduce the production of maize, potato, rice and wheat – the world’s main sources of food calories – by 5 percent by 2050 in many of the most populous southern regions, where smallholders play large roles in food production. A key means for avoiding food insecurity and famine, therefore, is nurturing agrobiodiversity in food production systems. As the following examples show, we continued to promote agrobiodiversity in production systems in 2022 as a means for increasing resilience and food security and generating high-value market opportunities. Nevertheless, we recognize the growing importance of this aspect of our work and are putting more emphasis on it in 2023.

With FFF support, the Amor 7.8 Foundation worked in **Ecuador** in 2022 to boost food security and encourage agrobiodiversity-friendly practices by:

- creating a “school forest”, and a model system of forest governance, as resources for learning about forest management;
- producing learning materials for children of various ages on local foods and art, and a nursery classroom;
- publishing a recipe book based on ancestral Manabita cuisine, including a catalogue of edible forest species and their uses; and
- designing and constructing a “manaba oven” as a tool for encouraging the sustainable use of local edible plants and animals and the associated local cuisine.

We have enabled the training of young people on 15 agroecological farms in **Togo** through the Network of Young Producers and Agricultural Professionals.

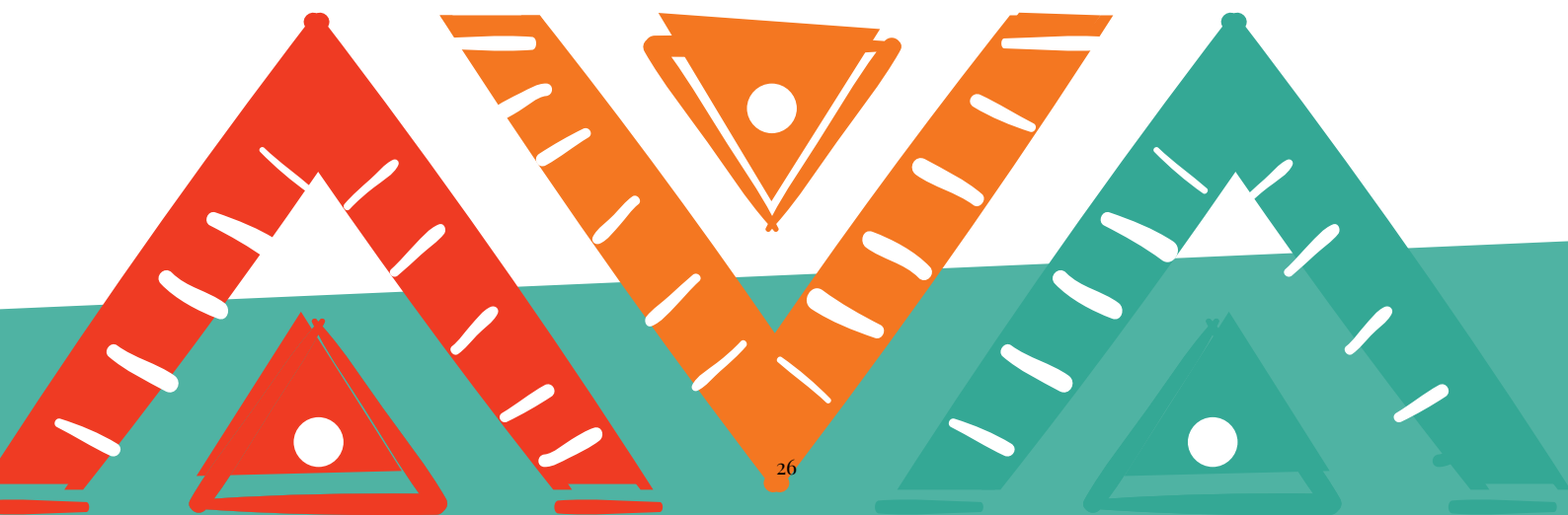


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The aim of the initiative is to build the capacity of young people in soil conservation and ecosystem restoration, and it has trained 362 young farmers, including 99 women, in the last three years. A local market was

established in Sokodé in 2022 for selling the high-quality agroecological products produced on the farms and to enable the young farmers to improve their livelihoods.

In northern **Viet Nam**, where some of the poorest ethnic minorities live, monoculture farming has led to soil degradation, declining crop yields and rising crop production costs – for example, small family farms in the region are spending almost 40 percent of their production value on agricultural inputs. Few farmers have formal training in farm production, and there is little awareness of the potential of agrobiodiversity to improve farming and increase climate resilience. Small-scale farmers in the Tan Dong Pomelo Cooperative in Tan Lac district, Hoa Binh Province, face many difficulties, including a lack of knowledge on the production of pomelo, an indigenous fruit, and adding value to their produce. With support from the FFF and the Viet Nam Farmers' Union, the group received training in market analysis and development and participated in roundtable meetings, focus-group discussions and market connection sessions with local authorities and other stakeholders. The Tan Lac PGS, which previously was almost dormant, has been reactivated, and many farmers who had stopped organic farming have come back to it. Tan Lac pomelos are now certified as organic under the PGS, and growers are receiving higher prices than comparable uncertified pomelos. Members of the cooperative are experimenting with intercropping medicinal plants such as basil, ginger, lemongrass and some legumes and vegetables under the pomelo canopy as a means for controlling pests and weeds and diversifying incomes.





## Getting climate and development money to the ground

Sixty-seven percent of the FFF's budget directly supported forest and farm producer organizations in 2022. This level of grassroots delivery is extraordinarily high compared with other climate and development programmes, where generally less than 2 percent of total budgets goes directly to the grassroots. The FFF, therefore, is an excellent vehicle for donors wishing to maximize their ground-level impact, including through multilateral funds such as the Global Environment Facility (GEF). In 2022 we produced a guide explaining how the FFF operates with the aim of empowering programme developers to better engage with grassroots organizations, leverage finance and achieve impact on the ground (Box 4).



## How the FFF delivers impact at scale

The FFF has had considerable success in influencing the design of large-scale programmes, such as the GEF's Dryland Sustainable Landscapes Impact Program. With the intention of providing readers with an understanding of how the FFF delivers impact, IIED's Duncan Macqueen wrote [The Forest and Farm Facility \(FFF\) Approach: Delivering Climate Resilient Landscapes and Improved Livelihoods. A Guide for Programme Developers](#) in 2022. This working paper explains the strategic logic and practical approaches that have enabled the FFF to support forest and farm producer organizations in delivering climate-resilient landscapes and improved livelihoods at an enormous scale. It sets out how GEF and Green Climate Fund projects worth USD 1.16 billion can follow FFF modalities to maximize their impact on the ground.

### *Leveraging financial resources*

If they are to perform their vital roles in mitigating climate change and ensuring global food security, smallholder forest and farm producers must obtain fair reward for the sustainable management of their forests and farms. They need to be able to attract investment, which means that banks and impact investors must improve how they deal with risk in forestry, agroforestry and agriculture. In 2022, therefore, we continued to identify opportunities to leverage financial resources, including by contributing to GEF portfolios, with a vision of making producer organizations primary change agents for climate-resilient landscapes and improved livelihoods. We helped leverage about USD 100 000 in GEF funds in 2022 for *Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles*, a forest and farm organization in Togo, for sustainable dryland management; the organization will also receive a second tranche of funds from the GEF valued at about USD 1 million for the five-year project. Overall, we have influenced the development and implementation of projects valued at USD 1.16 billion.



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## Campaigning for greater finance

The FFF has access to a wealth of farmers and indigenous leaders worldwide wanting to speak on diverse topics related to land, tenure, the environment, local-to-global governance and justice. It is important that their voices are heard. In 2022 we implemented a visibility campaign to raise awareness in international forums of the importance of providing equitable, sustainable finance for forest and farm producer organizations and their members. It involved:

- co-organizing and hosting events, sharing web stories and featuring in social and news media; and
- ensuring the participation of farmer and Indigenous representatives of all ages and genders in partner events.

Based on our early mapping of partners' plans and on consultations with Indigenous Peoples and farmer organizations, we focused the campaign on the theme, "getting climate finance to the ground in a relevant way for forest and farm producer organizations", in the leadup to the 27th Conference of the Parties (COP) to United Nations Framework Convention on Climate Change (UNFCCC) in November 2022. We ensured a strong presence of representatives of forest and farm producers at the conference, including in more than ten events.

The platform provided by UNFCCC COP27 was used to launch "Stewarding the Earth 2.0", the aim of which is to advance the leadership of Indigenous women. In 2022, the initiative provided three emerging Indigenous women leaders with mentoring from established Indigenous women leaders and IUCN. In 2023, these women will share insights and stories to demonstrate the importance of Indigenous women and girls in environmental action – and to inspire Indigenous girls and emerging women leaders while building global support for them.

We supported the involvement of forest and farm producer organizations in drafting an open letter addressed to world leaders, signed by organizations representing more than [350 million small-scale food producers](#) around the world. The letter drew attention to the importance of smallholder family farmers and other producers for global food security and demanded urgent action to help them adapt to climate change. It received 180 media hits globally across 30 countries, with especially good coverage in Brazil, France, India and Portugal and mentions in *Le Monde* (France), *El Espanol* (Spain), *infobae* (Argentina) and *Valor* (Brazil). Twitter conveyed reactions from diverse journalists, such as *The Economist's* environment correspondent, as well as key decision-makers, such as government ministers in Cuba and France.

We further supported the open-letter campaign by providing forest and farm producer organizations with media training, thus equipping participants with tools and methods for disseminating messages clearly and efficiently in the media.



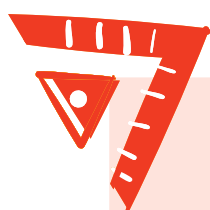
## *Amplifying the voices of smallholders*

We supported more than 20 events in 2022 around the key role of forest and farm producer organizations in ensuring that international environmental and development finance reaches smallholder farmers, Indigenous Peoples and local communities through their representative organizations. Highlights included:

- The convening of [three side-events at the World Forestry Congress](#) in May involving panels of Indigenous and farmer leaders. They received considerable interest and a highly positive reaction from audiences.
- Organization of the one-day event in June, [A day at Sida: three dialogues on smallholder and Indigenous-led action to the climate, food, and biodiversity crises](#), jointly with several partners.
- Co-organization of the session, [Resilient communities through tree-based value chains in sub-Saharan Africa](#), at GLF Africa in September.
- Organization of an FFF flagship event in September, [Saving Our Future: Investing in Diversification for Climate Resilience – An International Conference in Viet Nam](#), which featured about 160 international and 90 Vietnamese participants representing forest and farm producer organizations, governments, international organizations, non-governmental organizations, resource and technical partners, and other stakeholders. The conference explored how forest and farm smallholder businesses can flourish in the face of climate change by diversifying their products, markets and networks.
- Support for the launch of the Shandia Principles of the Global Alliance of Territorial Communities during New York Climate Week in September.
- Hosting a [side-event on the margins of the 26th session of the FAO Committee on Forestry](#) in October, in which representatives of Indigenous Peoples' groups, investment banks, global funding bodies and government agriculture departments shared strategies, models and approaches for increasing the access of smallholder forest and farm producers to climate finance.
- Convening events on [local territorial financing mechanisms in Mexico](#), followed by a meeting targeting international donors in Washington, DC, to promote forest and farm producer organizations and existing financial mechanisms to support their work.



### 3. Summary of indicators of progress in 2022, by outcome



#### Outcome 1

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

**125** cumulative changes in policies have been achieved in favour of forest and farm producer organizations (up from 82 in 2021), comprising 111 changes at the national level and fourteen at the international level.<sup>4</sup>

**97** forest and farm producer organizations have written advocacy agendas (up from 81 in 2021), developed with 29–76 percent women, 5–37 percent youth and 10–92 percent Indigenous participation, depending on context.

**165** multistakeholder processes have been strengthened with producer organization input at the grassroots to national level (up from 154 in 2021) and ten at the international level (up from eight in 2021).

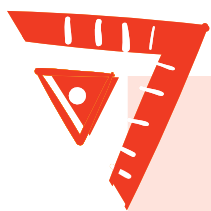
**20 962** forest and farm producer organization representatives (up from 4 816 in 2021) have participated in these policy-shaping processes.



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<sup>4</sup> Numbers in this chapter indicate cumulative change since 2018 (the start of the FFF's phase II). The FFF's M&L system is based on a bottom-up approach. The data are based on the estimated data provided by partner forest and farm producer organizations, with which the FFF is working to improve data-collection capacities.





## Outcome 2

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

**564** forest and farm producer organization enterprises based on sustainable resource use have been supported to improve returns for members (up from 144 in 2021). Of these, 211 have developed new or enhanced added value (up from 115 in 2021).

The FFF is supporting **169** majority-women forest and farm producer organizations (up from 64 in 2021).

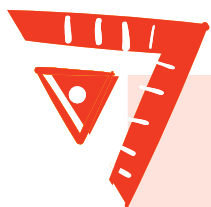
**88** FFF-supported forest and farm producer organizations have assessed the business needs of members (up from 71 in 2021).

**430** entrepreneur trainings have been run (up from 181 in 2021).

**692** staff of forest and farm producer organizations have been trained and deployed in business incubation (up from 469 in 2021); 20–60 percent of incubator staff in these organizations are women.

**103** enterprises of forest and farm producer organizations have credible business, market and financial information (up from 89 in 2021), benefiting a total of 94 062 members.

**360** enterprises of producer organizations have received support from external business- or financial-service providers (up from 102 in 2021).



## Outcome 3

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

**161 993** ha of forest and farm producer land has been restored, protected or sustainably managed (down from 167 349 ha in 2021 due to changes between 2021 and 2022 in how the indicator is described, made in consultation with resource partners).

**172 170** people are benefiting from the restoration, protection or sustainable management of forest and farm producer lands (up from 65 891 in 2021).

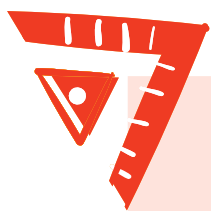
**123 787** people have been supported to cope with the impacts of climate change (new indicator in 2022).

**134** partnerships with climate and landscape-restoration programmes have been formed at the local to national levels (up from 125 in 2021).

**115** forest and farm producer organizations have developed climate-resilience plans or climate-responsive practices (up from 107 in 2021).

**5 957** staff of forest and farm producer organizations have received training in climate-change mitigation, adaptation or resilience practices (up from 5 372 in 2021).





## Outcome 4

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

At least **63** forest and farm producer organizations (up from 47 in 2021) have ensured that 57 004 people receive improved social or cultural services (up from 56 528 in 2021) (but reporting inconsistencies exist for this indicator).

**90** forest and farm producer organizations have conducted needs assessments for social or cultural services (up from 59 in 2021).

Actions by forest and farm producer organizations have delivered **68** new or improved social or cultural services (up from 53 in 2021).

**34** representatives of forest and farm producer organizations have participated in national-level social development processes (up from 26 in 2021).



## 4. Challenges and lessons learnt in 2022

### The successes continued to accumulate



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Our extended management team worked diligently to achieve the FFF mandate in 2022, both in our core countries and regionally, even though the FFF Manager position was vacant.<sup>5</sup> We launched several new initiatives, such as training in the use of three carbon accounting tools (SEPAL, Ex-Act and RECSOIL); supported exchanges on climate-finance mechanisms for territorial peoples; helped link farmer-based organizations with major funding mechanisms; and took major strides forward in all four outcomes.

We also made progress on the recommendations of the mid-term evaluation (detailed in last year's annual report). For example, we updated our theory of change; expanded collaboration with FAO units; increased our outreach and knowledge dissemination to policy audiences; documented our influence on projects funded by other donors; piloted the use of direct beneficiary grants (DBGs); strengthened the communication capacities of partner forest and farm producer organizations; better linked producer organizations with government social protection schemes; and convened two steering committee meetings (some of these changes, and others, are also noted below).

### Gender empowerment initiatives are working

A dedicated FFF gender questionnaire – closely aligned with the FFF monitoring and learning (M&L) system – was developed at the end of 2021 and distributed in 2022 to better capture activities and results at the level of forest and farm producer organizations. This enabled the FFF to create country-level gender reports, which, in turn, will inform the further development of gender strategies.

We engaged in each of the FFF core countries in the first half of 2022 to develop a gender baseline by conducting participatory gender assessments. This was followed towards the end of the year by the first M&L gender assessment (compared against the baseline) to validate and discuss the results of the gender questionnaire; the assessment was also used in developing or updating country gender strategies in collaboration with stakeholders in separate gender meetings before the annual M&L meetings.

<sup>5</sup> The FAO Forestry Division's Deputy Director acted as the FFF officer-in-charge in 2022 to help cover the vacancy.

The gender monitoring conducted in 2022 showed that our gender empowerment initiatives are having enormous benefits for forest and farm producer organizations and their members. In Bolivia, for example, producer organizations supported by the FFF carried out diverse activities directly linked to women's empowerment and gender equality in 2022, such as those promoting entrepreneurship, business development, resilience and sustainable production practices, in which women partners participated actively and have increased their skills. Surveys found that producers consider such women's empowerment activities to be strongly linked to overall success. As Sandra Justiniano Álvarez (AAGROPAMA, Bolivia) said in an interview:



"We were afraid to speak, we were ashamed to be wrong, [but] with the passing of time, the women of AAGROPAMA have learned to express ourselves in front of the authorities and express what we feel, and we are now all entrepreneurial women because we attend the meetings. Sometimes there is an obstacle, not from the husbands, but from the children, they are our responsibility in the home, there are certain limitations, but we still attend the trainings, the same in the business, we do the records, we participate in everything. We do the processing, AAGROPAMA takes women into account in everything, we are leaders in that part, we have no problem. But we still need training in administration and accounting, we know a little ... but we need to polish our skills a little more."

Mary Nyambura, a 68-year-old Kenyan woman, also exemplifies the benefits of women's empowerment initiatives. She participated in FFF/FF-SPAK training on avocado value chains, marketing and entrepreneurship; marketing and profitability; business planning, risk management, advocacy, leadership, management and governance; and gender mainstreaming. She used her new knowledge and skills to establish, with her husband, an avocado orchard with over 100 trees and a nursery to produce avocado seedlings. Now, she and her husband earn more than KES 70 000 (about USD 608) per harvest (fruits and seedlings). She was elected recently as an executive committee member of the nascent Molo Subcounty Avocado Farmers' Cooperative Society.

It is clear, however, that more effort is needed to ensure gender equality in FFF partner countries. In Madagascar, for example, women account for only about 35 percent of the membership and hold just 31 percent of leadership positions. Factors continuing to hinder gender equality include women's time burden; inequitable access to education, training, resources, finance and markets; and social norms.

The advances made in monitoring our gender work are pleasing and should be mainstreamed. The gender questionnaire should be incorporated into country project cycles and used to inform the development of workplans and strategies; outcomes should be made visible and used for learning. Many of our in-country partners also made valuable recommendations for strengthening the FFF's efforts on gender and gender monitoring, which continues to be a focus in 2023.



## **Efforts were made to improve the monitoring framework**

In close discussion with donors, we updated the FFF logical framework that governs the Multidonor Trust Fund. We modified our targets because of additional funding received from BMZ and the Swedish International Development and Cooperation Agency (Sida), with both these donors requesting changes (all of which were accommodated) to the wording of some indicators and targets to improve alignment with their own reporting requirements and also the further disaggregation of data by gender and youth. All donors agreed to these changes and we subsequently also adjusted the M&L framework for country reporting. Efforts are ongoing in retreats and through country missions to ensure that grantees and facilitators understand and use the new indicators carefully so that we continue to improve our accuracy.

Monitoring the impacts of our work is crucial, and we continue to improve it in light of experience and feedback. For example, the more detailed gender assessments described above show the seriousness with which we take this aspect of our work. Similarly, the piloting of SEPAL, Ex-Act and RECSOIL with organizations in a number of countries in 2022 was partly to assess their interest in better monitoring impacts on forest cover and carbon sequestration. The FFF lacks the budget to conduct regular systematic geospatial monitoring, but local organizations can generate and use such data for their own purposes, such as to obtain financial benefits from such monitoring, while also improving their reporting to the FFF.

## **Interest in global and regional grants ramped up**

We observed considerable interest among umbrella forest and farm producer organizations in global and regional grants to support advocacy efforts to gain greater access to climate finance. In response, the FFF management team increased the budget for regional and global grants to USD 500 000 in 2022. The intention is to spread support to all major regions of the global South with forest landscapes and thereby strengthen the voices of smallholder farmers, communities and Indigenous Peoples on the global stage.

## **A wide range of knowledge was generated – but dilution is a risk**

The FFF is generating increasingly sophisticated guidance on climate resilience, labelling, agrobiodiversity, business incubation and gender empowerment. Such guidance is vital, but we need to ensure that continually broadening the scope of our work doesn't overwhelm the forest and farm producer organizations we are supporting, weaken our core focus on advocacy and business development, or distract us from helping producers meet the specific challenges they identify. Renewing regular in-country face-to-face knowledge-demand surveys in 2023 is one route through which we hope to identify and prioritize the consolidation of knowledge and deepen understanding in areas that are important to the organizations we serve.



## The pivot to a landscape approach brought mixed results

The mid-term evaluation recommended that the FFF geographically narrow its interventions in countries to increase impact at a landscape scale. In the absence of clear criteria, however, implementing this recommendation had variable impacts in 2022. In Bolivia, for example, the narrowing of geographic scope meant a cessation of our work with producer organizations in El Ceibo and CELCCAR, with the promising results achieved in previous years discontinued. In Madagascar, adoption of a landscape approach led to a halving of useful overlap with GIZ's F4F programme. In Togo, on the other hand, geographical concentration facilitated the implementation, monitoring and evaluation of actions in three priority regions (Central, Savanna and Maritime), in synergy with two larger projects (the R4C/GEF project in the Maritime region and in the F4F project in the Central region). In Nepal, even though Kavre and Sindhupalchok are not part of the selected priority Western Churia Landscape, FFF partners continued working in these districts with a focus on scaling up good practices and learning.



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The FFF was created to work with forest and farm producer organizations and their members and, in this way, to catalyse large-scale change. Our approach has been to pursue the most promising opportunities offered by forest and farm producer organizations, invest in these quickly, and achieve outcomes in diverse contexts. A landscape approach, in contrast, requires baseline data in specific landscapes (which is time-consuming to obtain) and commitment by multiple landscape actors (whereas the FFF is designed specifically to work with producer organizations). It also demands considerable financial resources and involves concepts that are sometimes contrary to those understood by our target actors – for example, we work with many Indigenous Peoples' groups, who tend to prefer the concept of "territory" to "landscape".

Overall, therefore, pivoting to a landscape approach, as recommended by the mid-term evaluation, proved challenging in some countries in 2022. We are adopting a more flexible "FFF priority landscape" approach in 2023.

## Addressing administrative challenges brought good prospects for improvement

LoAs and DBGs are the main means by which the FFF channels finance to grassroots organizations. LoAs have been highly effective in bringing about change in forest and farm producer organizations and achieving the FFF's four main outcomes, but difficulties with them persist. For example, some LoAs needed amendment in light of the COVID-19 pandemic and for other reasons, meaning that the delivery of grants was pushed towards the end of the year. Many of our partner producer organizations find the administrative procedures associated with LoAs burdensome, with the effect of also slowing implementation. Towards the end of 2022 we were obliged to use a new format for LoAs, which is even more onerous. We plan to reorganize our operational modus operandi in 2023 to deal with these challenges and will also organize LoA training courses for all country facilitators to increase capacity to meet administrative requirements efficiently.

DBGs are a new mechanism for the FFF, and their effectiveness will be better assessed in coming years. Internal approval of the DBG manual for matching grants took considerable time in 2022, delaying calls for expressions of interest in Bolivia, Ghana, Togo and Zambia. To address this, we have agreed with the relevant FAO unit that a new manual will be developed in early 2023 and that it will span three years and will apply to all ten core countries.

The implementing partnership between FAO, IIED, IUCN and Agricord strengthened further in 2022, with all partners redoubling their efforts and thus compensating for the vacancy in the post of FFF Manager. Management meetings were held weekly to deal with key issues, and all the partners allocated additional staff from other areas to provide technical inputs to FFF implementation. The learnings gained in 2022 from this will help future efforts to realize the full potential of the partnership. We also observed that, when the FFF's programme is well embedded at the national level and with local partners such as FAO offices, government agencies, research organizations and other donors, we are more likely to catalyse support through bigger projects. Moreover, cross-sectoral multistakeholder platforms organized by forest and farm producer organizations and government are crucial for leveraging political importance.



## 5. Budget highlights

**Table 1. Summary and global expenditure, 2022**

General ledger budget line	Approved	Actual	Remaining balance
<b>Salaries</b>			
Professional salaries	928 170	676 447	251 723
General service salaries	224 000	190 671	33 329
Consultants	811 870	619 653	192 217
<b>Total salaries (a)</b>	<b>1 964 040</b>	<b>1 486 771</b>	<b>477 269</b>
<b>Contracts (letters of agreement)</b>			
Country	3 859 500	3 254 315	605 185
Direct beneficiary grants	1 405 000	1 064 655	340 345
Regional	400 000	129 366	270 634
Global	100 000	63 000	37 000
Partnership agreements	1 150 000	860 432	289 568
<b>Total contracts (b)</b>	<b>6 914 500</b>	<b>5 371 768</b>	<b>1 542 732</b>
<b>Other expenses</b>			
Locally contracted labour	2 971	12	2 959
Travel	217 000	386 114	(169 114)
Training	177 661	2 469	175 192
Expendable equipment	20 044	18 995	1 049
Non-expendable equipment	20 000	4 821	15 179
Hospitality	6 000	1 245	4 755
Technical support services	<b>150 108</b>	<b>103 392</b>	<b>46 716</b>
<i>Secondments for staff time</i>	<i>143 608</i>	<i>96 892</i>	
<i>Report costs</i>	<i>6 500</i>	<i>6 500</i>	
<i>Programme mid-term and final evaluations</i>	<i>0</i>	<i>0</i>	
General operating expenses (GOE)	31 485	33 714	(2 229)
GOE (external)	11 000	1 130	9 870
GOE (internal)	10 000	4 339	5 661
<b>Total other expenses (c)</b>	<b>646 269</b>	<b>556 231</b>	<b>90 038</b>
<b>Subtotal (a+b+c)</b>	<b>9 524 809</b>	<b>7 414 770</b>	<b>2 110 039</b>
<b>Project servicing cost (5.9%/7%)*</b>	564 013	440 318	123 695
<b>Grand total</b>	<b>10 088 822</b>	<b>7 855 088</b>	<b>2 233 734</b>

Note: The total is for GCP/GLO/931/MUL and FMM/GLO/147/MUL, as of 16 January 2023. Most data for expenditure are approximate only and amounts may vary after equalization (due end February 2023).

Note that expenditures related to the functions of the FFF officer-in-charge not yet shown in this table and will be reflected under technical support services in 2023.

\* The servicing cost was 5.9% for GCP/GLO/931/MUL and 7% for FMM/GLO/147/MUL.



Table 1 shows that we spent considerably less than planned in 2022, at USD 7.86 million (we intended to spend USD 10.1 million), but it was still the FFF's highest-ever annual expenditure (the previous highest, in 2021, was USD 7.56 million).

Fifty-seven percent (USD 4.51 million) of the expenditure in 2022 went to forest and farm producer organizations' bank accounts via LoAs and DBGs. Another 10 percent of the budget supported producer organizations through national consultant contracts and local travel costs. Overall, we delivered about 25 percent more to grassroots organizations in 2022 (a total of USD 5.29 million) than in 2021 (when the amount was about USD 4.23 million).

The underexpenditure (i.e. we spent 78 percent of the planned amount) in 2022 was due largely to the vacancy in the FFF Manager position (which reduced expenditure on salaries), as well as to cumulative delays in implementation due to the COVID-19 pandemic. Conversely, we exceeded the budgeted amount for travel because of the earlier-than-expected resumption of international travel after the pandemic, which enabled the convening of in-person meetings and programme monitoring in core countries.

Table 2 shows the FFF's total revenue (to date) in its phase II. Of note in 2022:

- The Netherlands, Sweden and the United States of America made new contributions with a combined value of USD 5.2 million.
- The dropdown in some donor contributions compared with the budget table presented in the 2021 annual report is due to fluctuations in the exchange rate between the euro and the United States dollar.





Table 2. Total revenue, by donor, 2018–2025

GCP/GLO/931/MUL contributions								
GCP/GLO/931/MUL	June–Dec 2018	2019	2020	2021	2022	2023	2024	2025
Sweden	2 780 558	3 674 541	2 588 997	3 012 411	1 978 827	2 283 522	2 283 522	18 602 378
Finland		1 579 466	760 043					2 339 509
IKEA		128 475	-	139 535				268 010
GIZ	849 934		-	1 824 818				2 674 752
Netherlands		100 000	170 000	295 000	150 000			715 000
United States of America			200 000	100 000	550 000			850 000
BMZ				8 532 110	4 888 438	4 946 237	4 064 516	27 119 473
<b>Total (a)</b>	<b>3 630 492</b>	<b>5 482 482</b>	<b>3 719 040</b>	<b>13 903 874</b>	<b>7 567 265</b>	<b>7 229 759</b>	<b>6 348 038</b>	<b>4 688 172</b>
Contributions by project								
	June–Dec 2018	2019	2020	2021	2022	2023	2024	2025
FMM/GLO/147/MUL			500 000	500 000	500 000			1 500 000
GCP/GLO/397/EC	454 104	279 975	621 471					1 355 550
GCP/INT/054/GER	153 759	175 224						328 983
<b>Total (b)</b>	<b>607 863</b>	<b>455 199</b>	<b>1 121 471</b>	<b>500 000</b>	<b>500 000</b>	<b>0</b>	<b>0</b>	<b>3 184 533</b>
Global contributions, all resource partners								
	June–Dec 2018	2019	2020	2021	2022	2023	2024	2025
<b>Grand total (a+b)</b>	<b>4 238 355</b>	<b>5 937 681</b>	<b>4 840 511</b>	<b>14 403 874</b>	<b>8 067 265</b>	<b>7 229 759</b>	<b>6 348 038</b>	<b>4 688 172</b>
								<b>55 753 654</b>



Sweden  
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Federal Ministry  
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