

# Forest and Farm Facility 2024 annual report





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All photos in this report (except on page 40) were taken by FFF team members or partners in 2024 and show the communities and activities we supported.

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## Annexes in this report

This report has ten annexes provided separately. They give more information on progress in partner countries; regional and global activities; knowledge generation and training; global outreach; gender monitoring; letters of agreement; direct beneficiary grants; Communication for Development activities; FFF indicators, by country; and FFF team members.



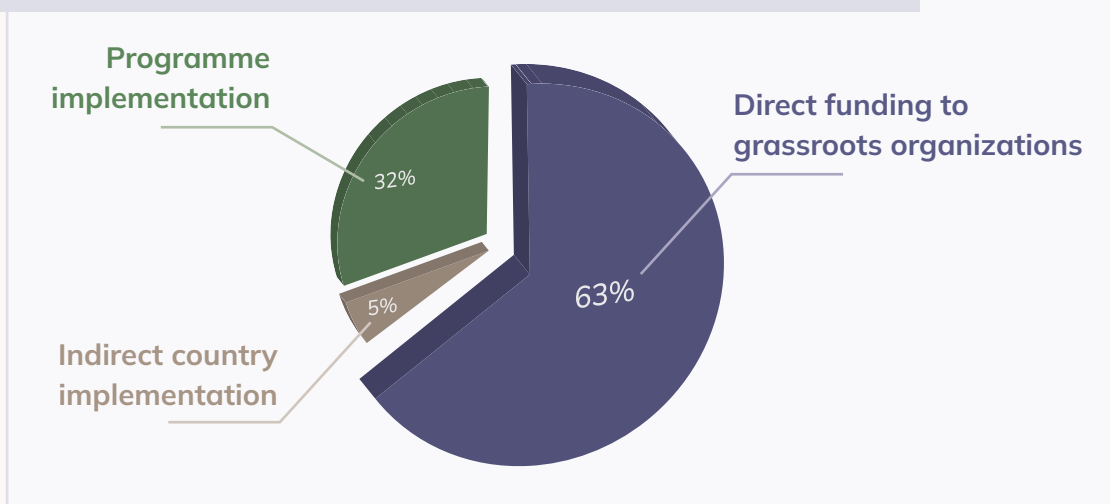
# Highlights in 2024

2024 was a year of considerable achievement for the FFF – with record delivery of finance to forest and farm producer organizations (FFPOs) leading to significant progress in the field; knowledge-sharing on the effectiveness of FFPOs; and strong signs that FFPOs are increasing their policy influence through advocacy.

## Funding and leveraging

- The FFF made its highest disbursement in its history in 2024, at USD 16.3 million, almost double the previous highest (USD 8.30 million), recorded in 2023.
- The smooth execution of this major increase in investment shows that the FFF is highly efficient and that its delivery model is working and has considerable capacity for scaling up.
- [FFF-supported research published in 2024](#)<sup>1</sup> found that relatively little large-scale climate project funding is reaching the ground. In contrast, 63 percent (USD 10.3 million) of the FFF's total disbursement in 2024 went directly to FFPOs.
- We issued 86 letters of agreement and 117 direct beneficiary grants in 2024.
- The FFF approach has shown that directing funds through FFPOs is an effective way to get rapid impact – growing recognition of this helped put FFPOs at the centre of new programmes in 2024 valued at nearly USD 110 million.

### How much of our budget went directly to the ground in 2024?





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## Ground-level impact

With the increased disbursement, we made strong progress on various fronts towards our four outcomes. For example:

- FFF-supported FFPOs brought about 64 national-level changes in policy in 2024 (up by 25 percent over 2023).
- We have cumulatively supported 53 apex FFPOs to provide business incubation services to 852 FFPOs, of which 417 (more than half led by women) have clearly developed or enhanced added value – a 62 percent increase compared with the total in 2023. We also collected better data on gender from FFPOs through an online questionnaire via the KoBoCollect app.
- We have supported restoration, protection and sustainable management on a cumulative 531 000 ha of land – an increase of more than one-third compared with 2023. These efforts have benefited 289 000 people (up by 38 percent compared with 2023).
- More than 78 000 people received improved social or cultural services thanks to the efforts of at least 70 FFF-supported FFPOs.

## Raising awareness of FFPOs as change agents

Global and regional exchanges and learning events showcased the power and effectiveness of FFPOs in supporting smallholders and addressing global challenges:

- A global FFF event in Nepal presented compelling and wide-ranging evidence from FFPOs on their crucial role in advancing agrobiodiversity conservation in their land management.
- A knowledge-sharing event in Latin America on agroforestry systems and bioeconomy enabled grassroots organizations to learn from each other about efforts to comply with rules promoting sustainable production – such as the new European Union regulation for deforestation-free products – and thus ensure access to markets.
- In Africa, a regional exchange showcased how innovative community forestry and agroforestry practices are driving forest regeneration, enriching biodiversity and uplifting livelihoods and illustrated the essential work of FFPOs in improving smallholder access to markets and finance.
- We brought the voices of women and youth leaders to the Global Family Farming Forum and the World Food Forum.

## Heightened global advocacy

The FFF-backed advocacy campaign, “Family Farmers for Climate Action” (FFCA), along with other FFF-resourced capacity strengthening and networking, helped raise local voices so they were better heard at the global level. For example:

- The FFCA attracted huge media coverage at the Climate Conference. The views of regional FFPO leaders expressed at the conference led to consideration – for the first time – of direct access to climate and nature finance for forest and farm producers.
- FFPOs were formally included in a technical body of the Convention on Biological Diversity in 2024 – an important step in acknowledging rural producers as essential for addressing global challenges such as biodiversity loss.
- The direct engagement of FFF-supported FFPOs in international processes has produced 21 cumulative policy changes in favour of FFPOs at the regional or global level since 2012, including seven in 2024 (an increase of 50 percent over 2023).
- We provided continued and strengthened support for the engagement of women producers in regional and global climate forums and for promoting the role and importance of women’s Indigenous and traditional knowledge.
- We published several key knowledge products, such as one documenting innovative strategies among smallholder farmer and Indigenous Peoples’ organizations to [deliver agrobiodiversity-based food system transformation](#);<sup>2</sup> a set of six country case studies on tactics to improve the [internal governance of FFPOs](#);<sup>3</sup> and another publication on the lessons learned from pioneering businesses and investors that have adopted [practices challenging existing business and investment paradigms and power dynamics](#).<sup>4</sup>

# Abbreviations

<b>AAICAM</b>	Asociación Agro Integral de la Comunidad Campesina los Mandarinos (Bolivia)
<b>AFA</b>	Asian Farmers' Association for Sustainable Rural Development
<b>AFR100</b>	African Forest Landscape Restoration Initiative programme
<b>APROCAFE</b>	Asociacion de Productores de Cafe Ecologico
<b>BMZ</b>	Federal Ministry for Economic Cooperation and Development (Germany)
<b>CBD</b>	Convention on Biological Diversity
<b>CFA</b>	community forestry association (Kenya)
<b>CFUG</b>	community forest user group
<b>CMLT</b>	Coordinator of Women Territorial Leaders of Mesoamerica
<b>COP</b>	Conference of the Parties
<b>COPROFAM</b>	Confederation of Family Producers' Organizations of the Expanded MERCOSUR
<b>DSL-IP</b>	Dryland Sustainable Landscapes Impact Programme
<b>ESF</b>	Environmental and Social Framework
<b>EUDR</b>	European Union deforestation regulation
<b>EUR</b>	euro(s)
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FCDO</b>	Foreign, Commonwealth and Development Office (United Kingdom)
<b>FECOFUN</b>	Federation of Community Forest Users in Nepal
<b>FFCA</b>	Family Farmers for Climate Action
<b>FFF</b>	Forest and Farm Facility
<b>FFPO</b>	forest and farm producer organization

<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (Germany)
<b>ICT</b>	information and communication technology
<b>IIED</b>	International Institute for Environment and Development
<b>INOFO</b>	Intercontinental Network of Organic Farmers Organisations
<b>IUCN</b>	International Union for Conservation of Nature
<b>LCDA</b>	Liberia Cashew Development Association
<b>MERCOSUR</b>	Southern Common Market
<b>MVIWAARUSHA</b>	Mtandao wa Vikundi vya Wakulima na Wafugaji Mkoa wa Arusha
<b>NUCFDC</b>	National Union of Community Forest Development Committee (Liberia)
<b>PADO</b>	Private Afforestation Developers Organization (Ghana)
<b>PAFO</b>	Pan-African Farmers' Organization
<b>PNFDDSA</b>	Plateforme Nationale Femme, Développement Durable et Sécurité Alimentaire (Madagascar)
<b>ROPAFE</b>	National Network of Agricultural and Forestry Producer Organizations in Ecuador
<b>SDG</b>	Sustainable Development Goal
<b>SOA</b>	Syndicat des Organisations Agricoles Reseau (Madagascar)
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>USD</b>	United States dollar(s)
<b>VND</b>	Viet Nam dong
<b>VSL</b>	village savings and loan
<b>ZMW</b>	Zambian kwacha
<b>ZNFCA</b>	Zambia National Forest Commodities Association

# Letter from the Chair



**Salina Abraham**  
Chairperson, FFF Steering Committee

**T**he past year has been a stark reminder that our world is changing fast. Climate disasters have touched nearly every corner of the planet. Some forests, our greatest allies in absorbing carbon, are now sources of emissions. As temperatures rise, so do food prices, pushing small-scale farmers and communities further into uncertainty. Yet, even in these challenges, there is hope.

The solutions already exist – we just need to back the people leading them.

In many countries, nature-based solutions are gaining ground in policies and markets, reflecting a growing recognition that healthy ecosystems and thriving communities are inseparable. Building on this momentum requires not just policies, but also the people who bring them to life – farmers, forest stewards and local leaders who are turning vision into action.

At the frontline of climate change, small-scale and family farmers are not just producers; they are investors in resilience. Collectively, an estimated 439 million smallholder farmers spend USD 368 billion annually adapting to climate change.<sup>5</sup> Yet their knowledge, experience and leadership remain underutilized. Forest and farm producer organizations (FFPOs) are not just support structures – they are critical social institutions, engines

of innovation, and pillars of new economic models that value ecosystem services and community resilience. Their role is not peripheral; it is central.

Since 2012, the Forest and Farm Facility (FFF) has worked alongside FFPOs, ensuring they have the resources and recognition they need to thrive. In 2024 alone, the FFF directed USD 10.3 million – of a total budget of USD 16.3 million – directly to FFPOs. These funds didn't just support projects: they strengthened community-led enterprises, built more resilient landscapes, improved livelihoods, and empowered women, youth and Indigenous Peoples to lead.

This year also marked major strides in partnerships. By collaborating with governments and organizations at all levels, the FFF has helped FFPOs shape policies and secure financial support that prioritizes local solutions. Their influence is growing, from national dialogues to global decision-making spaces, including the Rio Conventions.

The way forward is clear. We must deepen our investment in FFPOs – not as a quick fix, but as a long-term strategy for resilience. Time and again, these organizations have proven that even modest resources can be transformed into enduring, scalable solutions. When we invest in FFPOs, we invest in a future that is more stable, more just and more sustainable for everyone.

The FFF will continue to stand alongside those on the frontlines of this transformation, ensuring that the world's farmers and forest communities have the agency and recognition they need to succeed.





# A briefing on the Forest and Farm Facility

## A model for impact at scale

### Strengthening the organization of smallholders unlocks multiple solutions

**T**he FFF is pioneering a model for delivering finance directly to forest and farm producer organizations (FFPOs). We work with these producer groups among Indigenous Peoples, local communities and smallholder farmers.

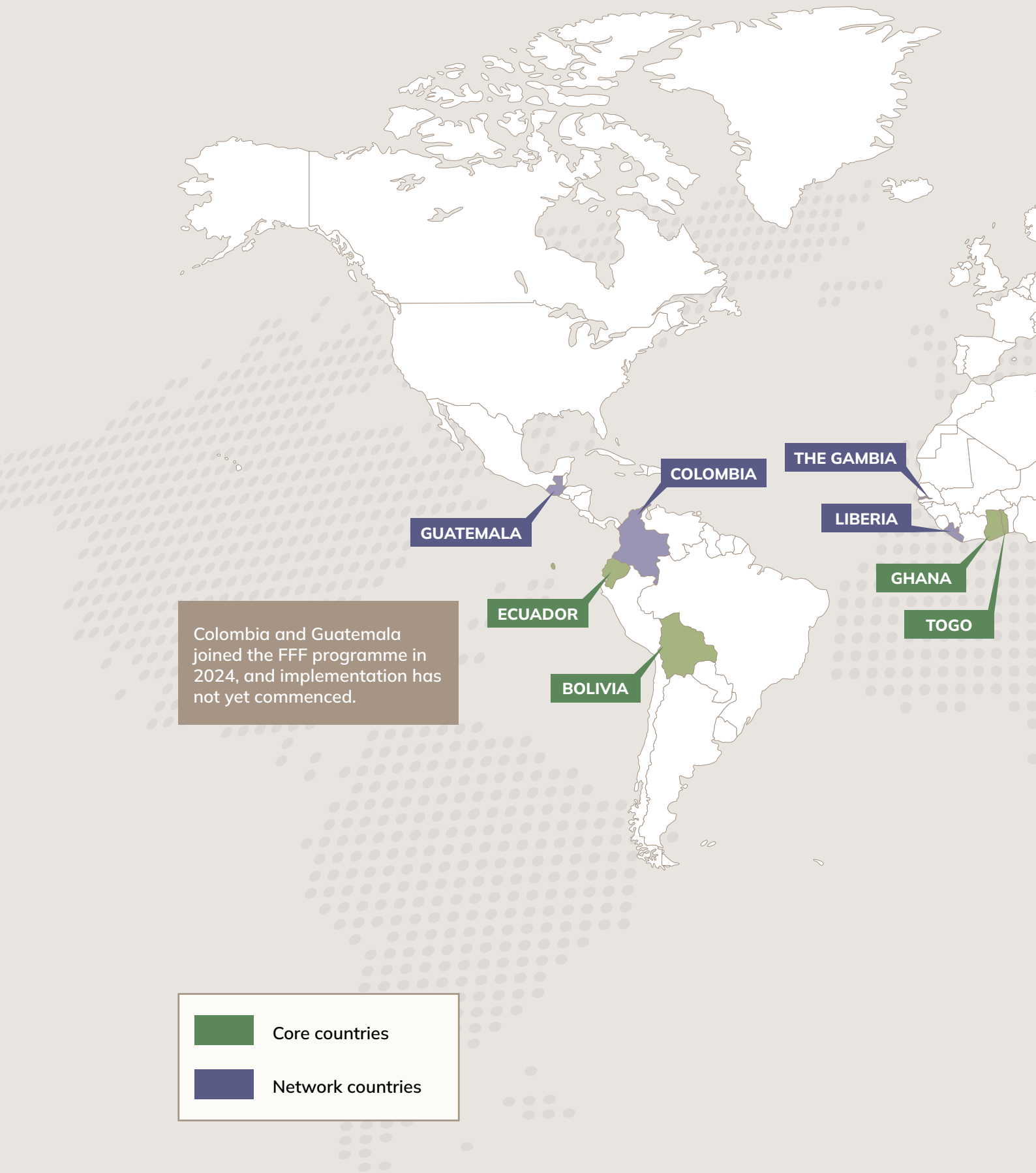
An estimated 1.5 billion forest and farm producers live in, depend on and shape rural landscapes. Pledges to increase support to FFPOs recognize the central value of these producers in addressing the climate, nature and equality crises.

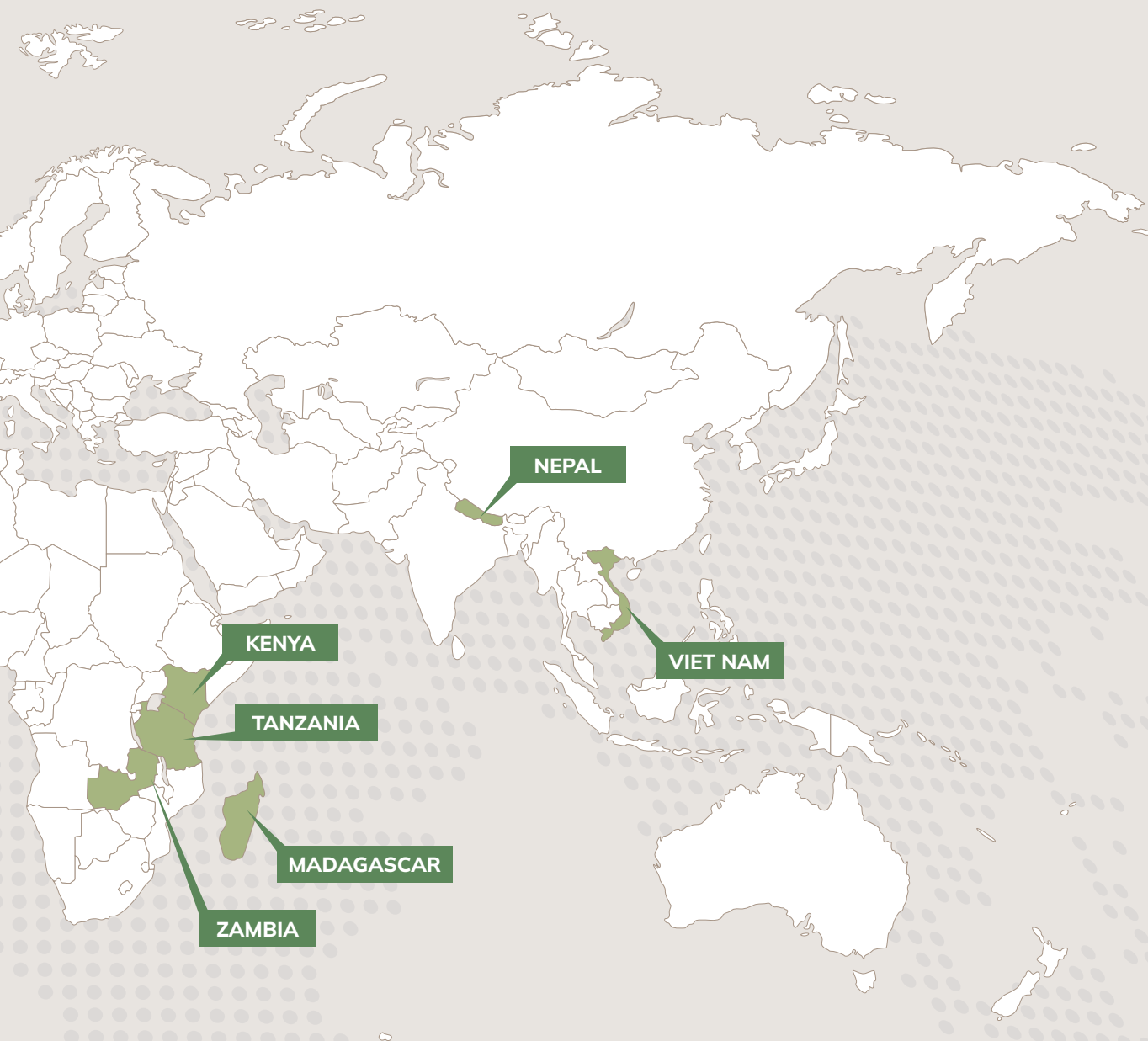
An [FFF survey of 1 800 smallholder farmers across 13 countries](#)<sup>5</sup> estimated that, globally, smallholders are investing USD 368 billion annually on forced adaptation to climate change – they are conserving, enriching and diversifying forest and farm landscapes on an epic scale.

Competition among smallholder producers and with industrial-scale land-users can drive bad land-use practices and land degradation. In contrast, the organization of smallholders around sustainable landscapes and livelihoods can generate strong incentives for protection, restoration and sustainability.

FFPOs, therefore, can be game-changing investors in landscape restoration, climate-change adaptation and mitigation, biodiversity and agrobiodiversity conservation, poverty reduction and equality. This report provides evidence to support this assertion based on the FFF's work.

# In 14 countries, we collaborate with 852 FFPO enterprises





We also support the following regional and global organizations:

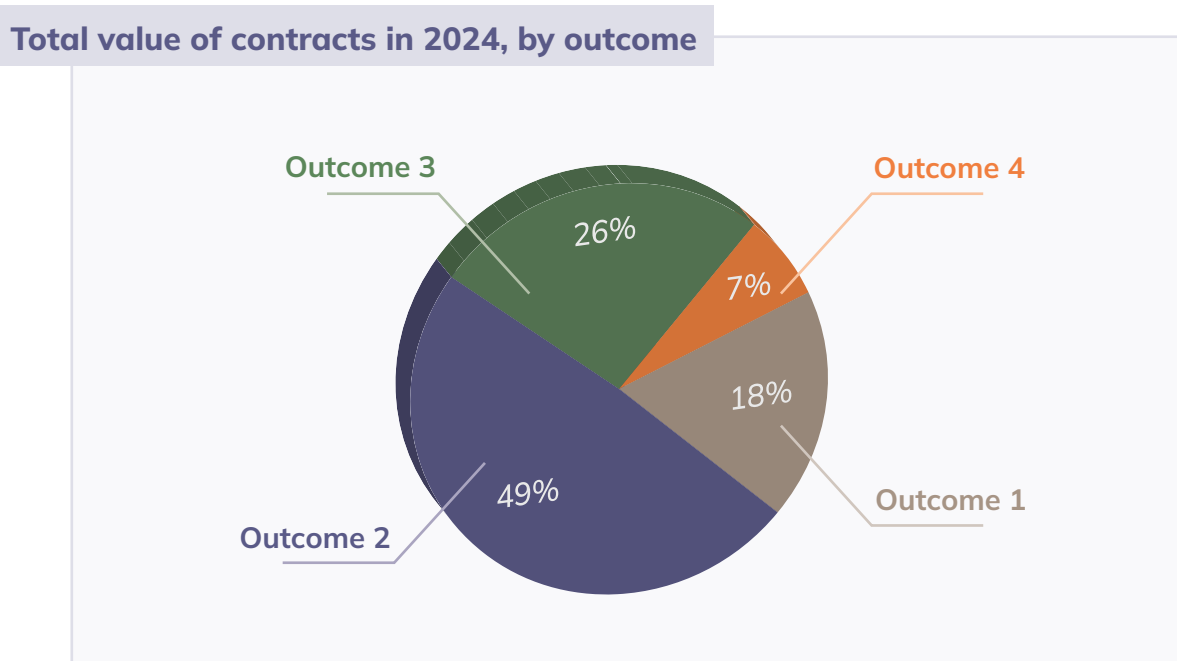
- Mesoamerican Alliance of Peoples and Forests
- Asian Farmers' Association for Sustainable Rural Development
- Global Alliance of Territorial Communities
- World Rural Forum
- Eastern Africa Farmers Federation
- Pan-African Farmers' Organization
- Southern African Confederation of Agricultural Unions
- Pacific Islands Farmers Organisations Network
- Intercontinental Network of Organic Farmers Organisations
- Confederación de Organizaciones de Productores Familiares del Mercosur Ampliado

## The FFF is a unique and timely mechanism with widening impacts

[Our approach](#)<sup>6</sup> is to strengthen the internal governance, effectiveness, interlinkages between, and collective impact of FFPOs in four main areas (“outcomes”) focused on enabling policies, finance and markets, climate resilience and social services. We support FFPOs to:

1. Build their strength in numbers and use the power of collective voice to shape policies for enabling sustainability.
2. Embed business incubation in their apex bodies, which can then nurture sustainable businesses in diverse value chains.
3. Deploy their huge collective membership to restore climate-resilient landscapes in ways that allow those members to adapt to and mitigate climate change, conserve biodiversity and safeguard their livelihoods.
4. Invest in social and cultural protection services, which FFPOs either provide or help their members access.

The FFF funding model is delivering money efficiently to the ground. The work that FFPOs – and, through them, their members – are undertaking with FFF backing has the potential to make substantial advances on commitments made under the Rio Conventions, the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs), and in other global, regional and national processes.



Contracts comprise letters of agreement and direct beneficiary grants.



The FFF provides direct support to FFPOs representing millions of rural people in 14 countries – ten core countries and four network partner countries (two of the network countries, Colombia and Guatemala, were added in 2024).

Our focus on FFPOs as primary actors in broader rural transformation recognizes and encourages linkages between forestry and other major sectors in landscapes.

We support the formation and strengthen the capacity of FFPOs, paying special attention to gender equality, youth engagement and Indigenous Peoples' rights, working closely and in agreement with governments.

We provide grants (through letters of agreement and direct beneficiary grants), training, learning opportunities and facilitated policy engagement to local FFPOs, subnational FFPO associations and national FFPO federations, and regional and global FFPO federations. In 2024, we issued 86 letters of agreement and 117 direct beneficiary grants.

Our work promotes linkages – from local to global – among these bodies to enhance collective on-the-ground action and impact. Best practices spread rapidly through peer-to-peer learning events that enable the sharing of experiences. We also work to increase FFPO links with complementary development programmes by fostering partnerships and leveraging financial resources.

The FFF's work is made possible by the generous support of the governments of Finland, Germany, the Netherlands, Norway through the FAO Flexible Voluntary Contribution, Sweden, the United Kingdom and the United States of America, as well as the European Union and IKEA.



## The FFF is a partnership deploying complementary skills

The FFF is an enduring partnership that began in 2012. It is co-managed and hosted by the [Food and Agriculture Organization of the United Nations](#)<sup>7</sup> (FAO), which ensures government buy-in and effective grant disbursement. The partnership draws on the [International Union for Conservation of Nature](#)<sup>8</sup> (IUCN)'s membership strength to support regional and global federations of smallholder farmers and Indigenous Peoples. It makes effective use of the [International Institute for Environment and Development](#)<sup>9</sup> (IIED)'s action research to co-produce knowledge with and for FFPOs. And it takes advantage of the practical know-how of the global alliance of agri-agencies, [Agricord](#),<sup>10</sup> to build organizational resilience.

## Linking local groups to international federations has worldwide impacts

The FFF's long-term support has enabled FFPO networks to link local and national actions upwards. We have invested in support for Indigenous Peoples' alliances in their efforts to position themselves as guardians of biodiverse natural forests – comprising 37 percent of the habitable global land area – and contributed to work to redirect finance towards their groups, which manage 80 percent of remaining natural biodiversity.

We also support regional and global smallholder-farmer federations to position themselves as [stewards of agrobiodiversity](#). Strong FFF-supported representation at global biodiversity, climate and desertification meetings is asserting that, in any just rural transition, it matters greatly both how agriculture is done and by whom.

Our global event in Nepal in 2024 examined the many ways in which [FFPOs are using agrobiodiversity](#)<sup>11</sup> to tackle the climate, environmental and equality crises. Evidence was presented of the centrality of FFPOs in promoting nutritional and medicinal diversity that creates markets for agrobiodiversity. It showed how FFPOs are pivotal in seed storage and seedling production for many agroforestry species and land races. It revealed innovations by FFPOs in agroecological farming that reduce chemical inputs and waste while increasing tree cover and terrestrial and soil carbon storage. It heard about multiple businesses that aggregate and sell diverse products into domestic markets without incentivizing monocultures (which put ecosystems and planetary food security at risk). And it demonstrated how [savings and credit cooperative organizations](#)<sup>12</sup> are delivering local finance at scale into diverse, climate-resilient systems (82 000 credit unions globally are advancing USD 3.5 trillion annually).



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## FFF impacts are being amplified in other projects

The FFF has impacts greater than the sum of its parts, such as by leveraging larger programmes. For example, FFF modalities have been built into the [USD 104 million Global Environment Facility-funded Dryland Sustainable Landscapes Impact Programme](#)<sup>13</sup> (DSL-IP) on green value-chain support and the [40 million BMZ-funded African Forest Landscape Restoration Initiative Programme \(AFR100\)](#),<sup>14</sup> the latter of which commenced in 2024. These programmes are led by FAO and also involve FFF partners such as IIED.

## A legacy of sustainable institutions that independently pursue multiple public goods

The sustainability of the FFF's results lies in its legacy of institutional capability. For example, the FFF has only been supporting the Federation of Community Forestry User Nepal (FECOFUN) as an apex organization (it has 23 000 community forest user group – CFUG – members), since 2012. But small advances in FECOFUN capability mean stronger protection for more than 2.4 million ha of forest (roughly one-third of the nation's total) belonging to its members. Satellite data show that forest cover almost doubled on this land between 1992 and 2016, due mostly to the expansion of community forests under FECOFUN. In light of socio-political, economic and environmental change in Nepal, the community-forest model is facing new challenges – in 2024, the FFF supported FECOFUN in co-convening, with the Ministry of Forestry, a national dialogue on how best to adapt community forestry to these changes and enable it to continue driving economic development and environmental sustainability in the country.



The FFF supports a wide range of FFPOs, spanning local groups with fewer than 100 members – such as the Tubuleke Women's Club in Zambia – to regional farming associations like the Asian Farmers' Association for Sustainable Rural Development (AFA), which represents 20 national member organizations comprising tens of millions of family farmers in 16 countries. Small, regular FFF grants to such organizations have strengthened institutional capabilities at widely different scales.

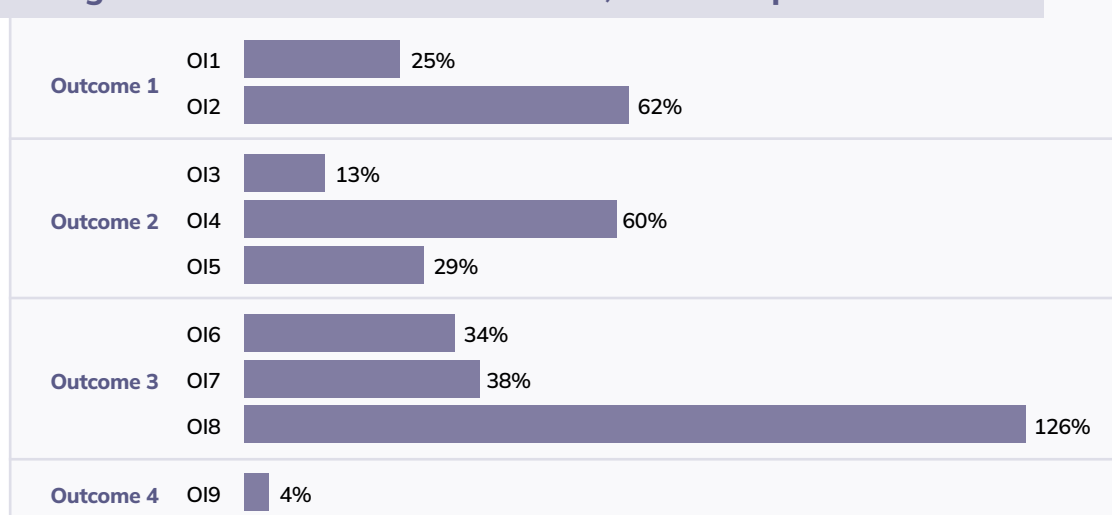
## There are convincing signs of strong performance

All indicators against the four FFF outcomes continued to show upward trends in 2024, and some exhibited impressive increases. For example, we have now supported restoration, protection and sustainable management on more than half a million hectares, with the total area in 2024 more than one-third greater than in 2023. We have helped 417 enterprises develop new or improved value-added products, which is a 62 percent increase over 2023. We have overachieved against most of the key indicators (as shown in the figure), and we are working hard to boost performance for those few targets we are yet to meet.

We disbursed more money in 2024 than in any other year of our existence – almost double the next-highest annual sum. The lion’s share of this money is going to the ground, where it has most impact – we expect to see continued evidence of this in 2025.

The full set of indicator values, by FFF country, is provided in Annex 9.

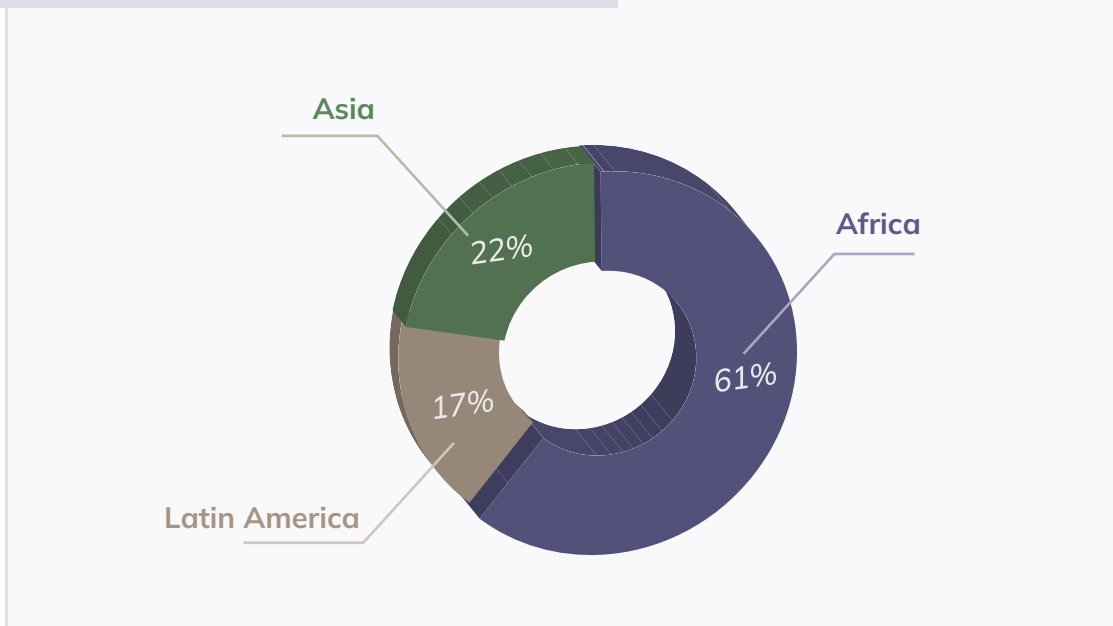
### Percentage increase in outcome indicators, 2024 compared with 2023



### Performance of outcome indicators against targets, 12 countries, 2024

Outcome Indicator (OI)	Performance	Target	Achieved	
OI1	How many cumulative changes has FFF work led to in policy/legal documents, processes or decisions that are in favour of the interest of FFPOs through direct FFPOs engagement at national level?	320	36	●
OI2	How many cumulative changes has FFF work led to in policy/legal documents, processes or decisions that are in favour of the interest of FFPOs through direct FFPOs engagement at international level?	21	2	●
OI3	How many FFPO enterprises, based on environmentally sustainable resource use, have been supported by FFF to provide benefits and returns to their members since 2018?	53	12	●
OI4	How many FFPO enterprises supported by FFF have developed new or enhanced value addition activities since 2018?	417	300	●
OI5	How many of the FFPO enterprises supported by FFF are led by women?	287	120	●
OI6	How many hectares (ha) of forest and farm land managed by FFPOs that are supported by FFF have contributed to either landscape protection, restoration or sustainable forest and farm management to improve climate change mitigation or adaptation?	531,053	504,000	●
OI7	How many people have benefited from that protection, restoration to sustainable forest and farm management (including on-farm agroforestry systems) through FFF activity (disaggregated by men, women, and youth)?	289,017	340,000	●
OI8	How many people have been directly supported to cope with the impacts of climate change (disaggregated by men, women and youth)?	316,948	No target	●
OI9	How many forest and farm producers have received improved social or cultural services (disaggregated men, women, youth, and Indigenous Peoples)?	78,145	120,000	●

## Total value of contracts in 2024, by region



Contracts comprise letters of agreement and direct beneficiary grants.

## The work needs to be extended to elsewhere in the world

The FFF proved its theory of change in its phase 1 (2012–2017) with a budget of USD 19 million. That success led to an increase in the number of donors and scale of investment in phase 2 (2018 to the present), with a budget of USD 65 million.

We believe strongly that FFPOs are the right type of group to invest in to bring about large-scale, sustainable change, but we also know that we need to show this with robust evidence. We present such evidence in this report, and we also continue to improve the way in which we measure our impact with FFPOs.

The FFF approach can be applied elsewhere in the world. For example, working with countries, we could have considerable impact in the Amazon, the Congo Basin, Borneo and the Mekong. With support such as that provided by the FFF, FFPOs can quickly grow stronger by sharing information on sustainability, building scale efficiencies to make sustainability more profitable, and using strength in numbers to shape sustainable policies.

When those inhabiting the planet's most crucial landscapes get organized, they greatly increase their prospects of economic, financial and environmental sustainability. The link between increased producer organization and sustainable landscape management still requires more evidence – but the results of the FFF's efforts, as presented in this report for 2024, indicates that it's a safe bet.



**ILLUSTRATING  
OUR WORK  
IN 2024,  
BY OUTCOME**



In this chapter we present insights into the FFF's work in 2024, organized by outcome. We include evidence of change in the form of data (based on indicators) to provide a global overview of the progress made, and stories on the work of individual FFPOs to provide a ground-level view.

Note that many of the examples are applicable to several or all outcomes, and they don't necessarily directly reflect the indicators of the outcome under which they appear. Moreover, they represent only a fraction of the work undertaken.

More results are available in the detailed country reports provided in Annex 1 and in the country-by-country matrix of indicators in Annex 9.

Note that results for Colombia and Guatemala, which were added to the programme in 2024, are not included.



# 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)

The FFF approach recognizes that FFPOs must have robust internal governance if they are to maintain the trust of their members. Well-governed FFPOs are also better able to cope with climatic extremes, market upheavals and other shocks. The FFF supports FFPOs in their efforts to improve their internal structures and processes and to diversify their socio-organizational, ecological, economic and physical infrastructure as means for mitigating and adapting to climate change and building resilience.

FFPOs representing (through their various tiers) potentially millions of people are powerful forces for shaping policies that enable sustainable, profitable and climate-resilient communities and landscapes. The collective voice of forest and farm producers, raised through the FFPOs representing them, can bring about changes in policies and laws that unshackle smallholder producers and release their potential as change agents.

Here, in illustrating FFF work on this outcome, we pay particular attention to the ways in which improved internal governance and policymaking are increasing the climate resilience of FFPO members and their access to land, finance and other essential components of sustainable, resilient lives.



# Key indicators for outcome 1

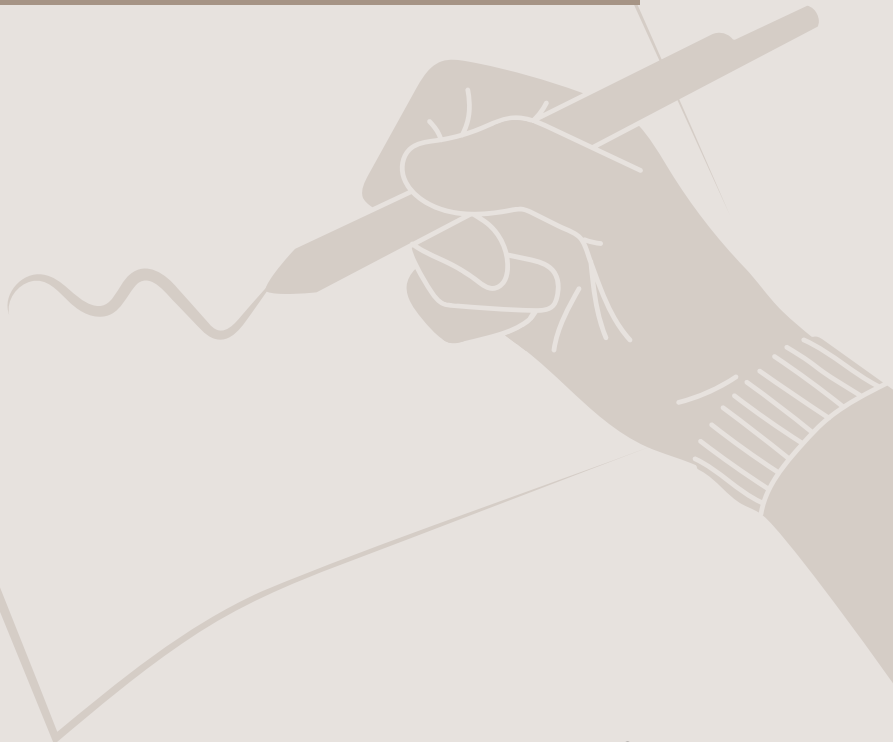
In 2024, 78 FFF-supported FFPOs developed **written advocacy agendas** – for a cumulative total of 197 – using legitimate and representative processes.

FFF-supported FFPOs brought about 64 **national-level changes in policy** in 2024 (up by 25 percent over 2023), with a cumulative total of 320 such changes.

FFF-supported FFPOs helped strengthen 63 **cross-sectoral multistakeholder processes** at the grassroots-to-national level in 2024, for a cumulative total of 338 such processes.

The direct engagement of FFF-supported FFPOs in international processes has produced 21 **cumulative policy changes in favour of FFPOs** at the regional or global level, including 7 in 2024.

FFF support has created or strengthened 35 **multistakeholder processes with FFPO input** at the regional or global level, up by more than 50 percent compared with 2023.



## Organized for resilience

In **Bolivia**, the El Ceibo R.L. Cooperative, an FFPO that brings together more than 3 000 producers, strengthened its team through training to provide members with more effective technical assistance and increase its reach. Among its successes, El Ceibo convinced the autonomous municipal governments of Alto Beni and Palos Blancos to declare themselves mining-free. Changes in 2024 to two municipal laws and one departmental law will reduce the soil and water pollution associated with goldmining in the region and make it easier for El Ceibo members to maintain organic certification for their cocoa agroforestry. Nearly 1 000 grassroots producers, including at least 369 women, are establishing 720 ha of new organically certified cocoa plots, including local wild varieties, and enriching and restoring buffer zones with forest species on 352 ha to mitigate contamination risks that might jeopardize certification and to increase climate resilience.



The FFF is supporting the **Liberia** Cashew Development Association (LCDA), which has 1 011 members (576 females). Cashew producers experienced substantial losses in 2024 due to unprecedented heavy rainfall. In response, and in collaboration with local leadership, the LCDA convened working sessions attended by 99 of its members (42 females) focused on developing strategies to mitigate damage that might be caused by similar future events. Outcomes included the development of comprehensive nursery management plans and seasonal calendars to guide the establishment and management of nurseries in the face of climate change.

The Hai Dang High-Tech Organic Cooperative, established in 2019, is an FFPO in **Viet Nam**'s Hoa Binh province with 132 members (86 females). FFF support, such as skills training and exchange visits, has enabled the cooperative to improve forest and farm management in ways that are increasing climate resilience. For example, biological waste is being used as manure for trees and substrates for mushrooms. The cooperative brings about 300 000 organically certified chickens and more than 300 tonnes of mushrooms to market annually. The FFPO has engaged in a certification process that enabled a 33 percent increase in revenue in 2024 (more than VND 3 billion – about USD 120 000) compared with 2023. One hundred and fifty members of the cooperative have increased their incomes by 10–30 percent through improved marketing and work on behalf of the cooperative.



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## Paying attention to internal governance

For many FFPOs, work is needed to improve internal governance to increase their effectiveness, efficiency and transparency. The FFF provides a wide range of training on governance, including financial management. Our direct grants to FFPOs of various sizes, from small local organizations to national, regional and global bodies, enable recipient FFPOs to build their own capacity – that is, to learn by doing.

FFF and the FFPOs with which we work have been using the Organizational Capacity Self-Assessment Tool as a checklist for putting in place good internal organizational governance, but it's a rudimentary instrument. In 2024, the FFF (led by IIED) surveyed some of the best-managed FFPOs with which it works to distil elements of those internal governance structures, processes and practices that have proved crucial for good organizational governance. On the back of a literature review of more than 40 other tools and approaches to improving organizational governance, the FFF has developed the GET-SET tool and tested it with partner FFPOs in **Kenya**.



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Making this tool freely available will facilitate a more sophisticated approach to improving the internal governance of FFPOs worldwide.

The FFF-backed Tele-Bere Village Savings and Loans Association, in **Ghana**'s Upper East Region, has made substantial improvements to internal governance, with FFF backing. For example, it has created a nine-member executive committee, which acts as the board and meets every quarter, and established 12 zonal executives to oversee the running of all village savings and loan (VSL) groups in their respective zones. Tele-Bere has mobilized 150 VSL groups with a total membership of 4 500 – of whom 3 825 are women. Collectively, these groups are saving about GHS 2.63 million (USD 360 000) per year. Among other things, the success of Tele-Bere has helped reduce the out-migration of women from communities and enabled them to pursue improved livelihoods with the capital that the association has distributed.



In **Bolivia**, Asociación Agro Integral de la Comunidad Campesina los Mandarinero (AAICAM) – an FFF-supported FFPO with 24 members and 96 other smallholder beneficiary families – has expanded operations in its Amazonian fruit-processing plant and developed the capacities of its members in business management, organization, administration, best management practices and marketing. In 2024, AAICAM generated additional income of about USD 10 000 from newly incorporated products of açai and majo and made sales of Brazil nut worth USD 20 000. These results – with huge positive impacts for the members – are possible because of AAICAM's medium-term and long-term planning through its integrated forest and land management plan; the sustainable use of natural resources under this plan; and the value-adding to primary production as means for ramping up income for its members.

# Advocacy for policy change, and increasing access to land and finance

We have been working for more than a decade to strengthen the advocacy skills of FFPOs through targeted training, mentoring and campaigns. With support from the FFF, grassroots organizations, regional networks and global farmer alliances have worked together to build a shared voice for smallholder farmers, advocating for policies that integrate agroecological approaches and address the dual crises of climate change and biodiversity loss.

## National and subnational

In **the Gambia**, the FFF backed the establishment of a community forestry designation “core group” in 2013 with a view to facilitating the legal transfer of community forests to local communities. After several FFF-supported capacity-development programmes, this core group has enabled the legal transfer of more than 38 000 ha of natural forest – including 29 community forestry areas covering 2 330 ha published in the gazette in 2024 – to communities. This land is now subject to community forestry by about 167 000 community members, including nearly 49 000 females.



In the Diana region of **Madagascar**, advocacy by an apex FFPO (Direction regionale de l’agriculture et de l’élevage – Diana), enabled 220 members of Syndicat des Organisations Agricoles Reseau (SOA) to sign five-year land rental contracts with landowners covering a total of 115 ha. The improved tenure security is enabling producers to invest in sustainable agriculture – involving, among other things, tree-planting and agroecological practices.

Also in Madagascar, the national network of women, Plateforme nationale femme, développement durable et sécurité alimentaire (PNFDDSA), is facilitating access to finance for women: for example, SOA has created 12 VSL associations, with 90 percent women membership. Fikambanana Fampivoarana ny Tantsaha, another apex FFPO, created 24 VSL groups in 2024, with 602 members (60 percent women).



In **Zambia**, a [chiefdom-level strategic plan](#)<sup>15</sup> was launched in 2024 on behalf of the country's president after advocacy by Mboole Rural Development, an FFPO supported by the FFF. Among other things, the plan promotes sustainable charcoal production through the formation of producer groups and mainstreaming action on climate change in the chiefdom's development activities.



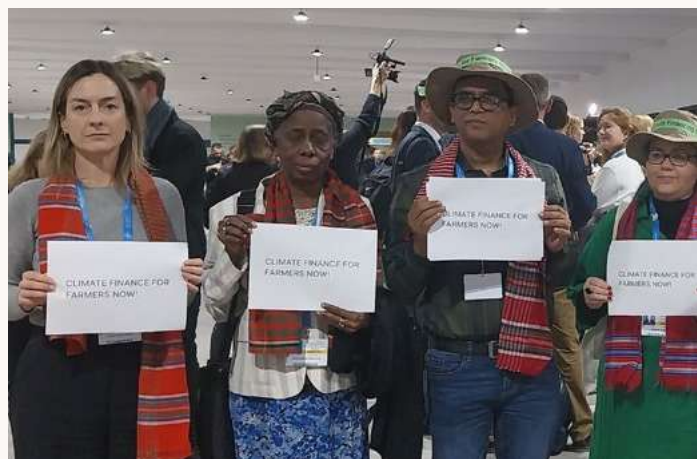
In **Liberia**, the FFF-supported National Union of Community Forest Development Committee (NUCFDC) has emerged as a pivotal advocate for the inclusion of FFPOs in climate-related discussions. It has worked to establish partnerships with grassroots movements and to advocate for their inclusion in national conversations on climate change. The work is having an impact – for example, for the first time, two NUCFDC representatives were included in Liberia's delegation at the 29th Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) in Baku in November 2024.

## Regional and global

We continued to support 11 regional and global FFPOs in 2024 for their work to influence policy, strengthen capacity, support young entrepreneurs and empower women producers.

The Pan-African Farmers' Organization (PAFO) convened three seminars to strengthen the capacities of regional farmer organizations in advocating for their members' interests in climate policy and negotiations. In the seminars, 177 participants (44 women) received training on topics such as loss and damage and nationally determined contributions. PAFO is also supporting regional and national farmer organizations to update their strategies for participating more efficiently in climate policymaking and increasing recognition of those organizations as significant actors in climate-change negotiations.

The FFF-supported Family Farmers for Climate Action (FFCA) campaign is a global initiative aimed at amplifying the voices of family farmers and forest producers in climate action and policy advocacy; it unites 11 family-farmer organizations and networks representing more than 50 million smallholder farmers in Africa, Latin America, Asia and the Pacific. The campaign, backed



by the [“Money Well Spent?” report](#)<sup>1</sup> challenging conventional mechanisms for failing to get money to the ground, attracted enormous media coverage at UNFCCC COP 29 – including about 360 independent mentions of the report. The voices of regional FFPO leaders at COP 29 led to consideration – for the first time – of direct access to climate and nature finance for forest and farm producers.

*Money Well Spent* emphasized the importance of investing in family farmers as a cornerstone for effective climate action and biodiversity conservation. It underscored the need to rethink financing priorities and push for direct investments in FFPO-led initiatives that deliver tangible environmental and social benefits. The report launch greatly increased awareness of the value of family farmers in addressing global challenges, and it also opened new avenues for dialogue with financial institutions and policymakers.

A key milestone at the Convention on Biological Diversity (CBD)’s COP 16 in 2024 was the formal inclusion of FFPOs in a newly established technical body for local communities and Indigenous Peoples. This was an important step toward acknowledging rural producers



as essential contributors to biodiversity conservation and climate-change mitigation and adaptation.

Knowledge co-production on the importance of Indigenous Peoples, local communities and family smallholder farmers for biodiversity conservation with diverse institutions (including FFF management partners FAO, IUCN and Agricorn) informed IIED’s own biodiversity team press engagements at CBD COP 16, contributing to a historic platform for Indigenous Peoples. Agricorn’s participation in the FFF’s event in Nepal on advancing agrobiodiversity – including exposure to new IIED work on mobilizing internal finance – led to the inclusion of those elements in climate-resilience training, which Agricorn has been rolling out using its [“Building Resilience” toolkit](#).<sup>16</sup>



## 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)**

Forest and farm producers are creative and hardworking, but many lack business skills and the capacity to tap into high-value markets for their products and need boosting. The FFF supports collective entrepreneurship and business incubation around baskets of products (the FFPOs with which we work encompass a huge array of forest and farm products). We use the Market Analysis & Development methodology to screen, prioritize and advance enterprise development plans for new products and facilitate peer-to-peer exchanges between entrepreneurial groups for shared accelerated learning. We provide training in risk self-assessment and management to enable entrepreneurs and enterprises to address the pressing challenges they face. We support FFPOs in increasing their access to finance, including by encouraging them to develop their own savings and investment funds and to establish financial accountability and track records and then link them to value-chain investors and banks over time.

Work on this outcome is scaling up – showing the power of working through FFPOs at the local, national, regional and global scales. Below, we give examples related mainly to nutrition and food security, business incubation and market access.



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## Key indicators for outcome 2

The FFF has supported 53 apex FFPOs since 2018 to incubate 852 **FFPO enterprises** (the cumulative total was 753 in 2023).

Of these, we have helped 417 FFPO enterprises **develop new or improved value-added products** (up by 62 percent since 2023, when the number was 261); 287 (69 percent) are led by **women** – up from 222 in 2023.

126 FFPOs have **systems for assessing the business skills needs** of members, a 30 percent increase compared with 2023.

The number of staff in FFF-supported FFPOs with **business incubation expertise** jumped by more than 50 percent, from 733 in 2023 to 1 124 in 2024.

430 FFPO enterprises have received support from **external business or financial service providers**, up from 396 in 2023.



## Boosting food security and nutrition

The Kalai Women's Group in Saulo Village in **Zambia's** Eastern Province was established in 2018 with the goal of promoting natural resource conservation. Originally composed entirely of women, the group has now expanded to include men and has 25 members (11 women, four men and ten youths). The women previously relied on charcoal production for income, but this activity was contributing to forest degradation and loss. With FFF support from 2021, the Kalai Women's Group is now pursuing more sustainable approaches. For example, FFPO members have received business incubation training and acquired equipment for integrated gardening. In 2024, the group installed a bore and mechanized (solar-powered) irrigation equipment. This crucial development has enabled the FFPO to establish a vegetable garden and a nursery for raising fruit trees, a transformative step towards improved food security and income generation.



The Namelok Women's Group, consisting of 216 indigenous Maasai women in Laikipia county, **Kenya**, was awarded grants to develop their organizational, entrepreneurial and climate-resilience capacity. These women are active in livestock and beekeeping, and they received training on, among other things, the development of VSL associations, adding value to honey and leather, farmer-managed natural regeneration, and kitchen gardening to boost food security and nutrition.

In **Ecuador**, an FFF letter of agreement with the UNORCAC Women's Committee enabled the strong participation of FFPOs in the [Muyu Raymi Cotacachi Seed Fair](#)<sup>17</sup> in 2024. The aim of the fair is to diversify the seed varieties used in Indigenous agroforestry systems (known as chakras) through the exchange of seeds and ancestral knowledge within the framework of conservation and production. The fair, which involved 13 FFPOs and 77 enterprises supported by the FFF, attracted 5 000 visitors and brought together nearly 400 women and Indigenous organizations as forest guardians and agrobiodiversity conservationists. The fair had a strong gastronomy component that showcased the Andean culinary heritage.

In **the Gambia**, a women's group in Tambasansang village supported five enterprises to develop business plans focused on the deployment of agroecology principles in the production of pepper, cabbage, onion and eggplant, as well as tree nursery production, for improved food security and nutrition and to generate income. The training in entrepreneurship and business planning has been transformative, according to the group's leader, Hawa Manneh.

## Incubating businesses and increasing access to finance

In **Kenya**, the FFF-supported Western Tree Planters Association established the Western Tree Growers Rural Savings and Credit Cooperative in 2021. FFF training in business development, governance and gender mainstreaming has helped grow the cooperative from 41 members at commencement to 110 members in 2024 and to more than double the loans portfolio (from about USD 3 000 to USD 6 500); among other things, the cooperative is now investing in value-added honey and timber production. The Western Tree Planters Association is part of a broader FFF-supported movement in Kenya, where FFPOs in six counties have helped build climate resilience among more than 10 400 producers on about 8 700 ha through agroforestry and related value chains.



In **the Gambia**, women in the NFPG Business Incubation hub are supporting women vegetable-growers across five administrative regions to develop organic farming practices such as composting and minimizing post-harvest losses by building capacities in value-adding techniques. In 2024, five women's groups produced 10.5 tonnes of rapid biofertilizer as a result of FFF support, both increasing production and reducing (costly) dependence on imported fertilizer. The composting innovation has saved the group about USD 5 400 and increased earnings by nearly USD 10 000. Production has increased by 40 percent, and more than 350 women have accessed the organic manure produced.

In **Zambia**, the FFF-supported Zambia National Forest Commodities Association (ZNFCA) signed offtaker agreements in 2024 with two commercial operators, Wilderbee and Umulyo Food. On behalf of its members, ZNFCA sold 2.5 tonnes of honey valued at USD 2 600, as well as 1 000 seedlings (valued at USD 1 000) produced by tree nurseries. The Tiswayane



Women's Group, which has a three-month contract with Debonair to sell mushrooms at ZMW 50 per kg, supplied an initial 53 kg in October 2024.

In **Nepal**, the Binayi CFUG – with support from the FFF through FECOFUN – used the Market Analysis & Development process to assess the viability of biofertilizer production using forest biomass. The group developed a plan and secured investment (50 percent from the municipality and 50 percent with its own funds) to build basic infrastructure. Twenty previously marginalized women members began producing fertilizer. With direct FFF funding in 2023, a business plan was prepared and training provided on organic fertilizer production and multistakeholder collaboration. After quality testing, the group started generating biofertilizer that meets the requirements of various fertilizer users. The production of organic fertilizer is now being further expanded, with five neighbouring CFUGs in the Chure landscape agreeing to scale up and replicate the venture.



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## Certification and access to markets

The Tan Lac Son Agroforestry Cooperative in **Viet Nam**'s Hoa Binh province comprises nine members, 30 affiliated household members and 115 farmers – 67 percent of members are Muong and 33 percent are Kinh. With FFF support, the cooperative is guiding farmers in sustainable practices, emphasizing responsible harvesting techniques that involve leaving behind roots and seeds to facilitate natural regeneration. The cooperative's jiaogulan tea earned recognition as a three-star "One Commune, One Product" product in 2020. The cooperative is now diversifying into two product lines – tea filter bags and packaged bags – and accessing national markets, including through a web presence and by participating in market fairs. The harvesting and curing of raw jiaogulan has boosted incomes by 10–20 percent for about 200 people.



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as the provision of technical assistance and training to 332 vanilla, cocoa and guayusa producers on practices such as phytosanitary pruning, pest control, soil nutrition and composting. A traceability system is being implemented in chakras to produce the information required to comply with the EUDR's due-diligence requirements and enable organic, fair-trade and Chakra Participatory Guarantee System certification. All 634 chakras are implementing the traceability system.

In **Bolivia**, the FFF-supported Asociacion de Productores de Cafe Ecologico (APROCAFE) exported five containers of specialty coffee (three with organic certification) to Royal Coffee in the United States of America, generating revenue of USD 488 000 for its members. A marketing channel was also opened with China, for which volumes and prices are now being negotiated. Also in Bolivia, El Ceibo (see above) exported 14 065 quintals of cocoa beans (more than half of which was certified organic) to France, Germany, Italy and the Netherlands, with a commercial value exceeding USD 5 million.



Under a letter of agreement with the FFF, the Kallari FFPO in Napo, **Ecuador**, is working to increase the floristic diversity of local chakras, boost income, ensure compliance with the European Union deforestation regulation (EUDR) in cocoa value chains, and add value to products and services linked to agrotourism. In total, the members of the Kallari FFPO encompass 1 328 ha of agroforestry on 634 productive units. Seventy percent of the members are women and 12 percent are youth; all are Indigenous. There are many aspects to the work conducted under the letter of agreement – such

## 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)

Small-scale forest and farm producers are extremely vulnerable to climate change but also among the best-placed to respond to it. Recognizing this, we support producers through their representative organizations to deliver “full spectrum” climate action. Among other things, this involves the inclusive diversification of producer infrastructure – socio-organizational, ecological, economic and physical – because diversity strengthens resilience and offers options for adaptation in the face of rapid environmental (and other) change. It also involves restoring degraded lands and bringing them under sustainable management.



## Key indicators for outcome 3

The cumulative **total area of FFF-supported restoration**, protection and sustainable management was 531 000 ha in 2024, up by 34 percent over 2023.

These efforts to restore and sustainably manage landscapes have **benefited** 289 000 **people**, up by 38 percent from 2023.

317 000 **people** have been directly supported to cope with the impacts of climate change, up from 140 000 people in 2023 – an increase of 125 percent.

207 **partnerships** have been developed with climate and landscape restoration programmes, up from 189 in 2023.

About 19 800 FFPO **staff have received training** in climate-change adaptation/mitigation/resilience, up from 14 700 in 2023.



## Planting trees, restoring landscapes, fostering agrobiodiversity, pursuing agroforestry

In **Ghana**, the FFF-supported Private Afforestation Developers Organization (PADO) established 900 ha of forest plantations in 2024, in close collaboration with local forest communities in their operational areas. The activities involved engaging community beneficiaries and training them in planting and maintenance techniques. PADO's initiatives have enhanced forest coverage, improved carbon capture and promoted biodiversity conservation. In Ghana's cocoa farming sector, FFF-supported FFPOs have promoted agroforestry approaches on 3 075 ha, diversifying income sources for farmers, bolstering their capacity for climate adaptation, contributing to biodiversity conservation by restoring habitats, and assisting climate-change mitigation through carbon sequestration.



In **Kenya**, the FFF-supported Ngong Road Forest Association initiated work in December 2023 for the sustainable management of about 1 220 ha,

including the development of a ten-year greenspace plan, in collaboration with communities, the Kenya Forest Service and private-sector stakeholders. In Nakura City, FFF support has enabled the Menengai Community Forestry Association (CFA) to expand production in its five tree nurseries to ensure a sufficient supply of seedlings for restoration work. The Menengai CFA planted a total of 32 400 indigenous tree seedlings on 13.5 ha of degraded land in 2023–2024 as part of a longer-term effort to bring 2 300 ha of degraded forest under sustainable management.



In **Bolivia**, Central Local de Cooperativas Agropecuarias “Caranavi” RL (CELCCAR) and other coffee-producing organizations that receive technical and financial assistance from the FFF worked together with the Autonomous Municipal Government of Caranavi to promote regenerative agriculture through a law and to encourage production in agroforestry systems. The consequent public policy adopted by the Caranavi government benefits the municipality's coffee production (90 percent of the country's coffee is produced in the Caranavi municipality) and favours producers because it facilitates their access to



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national and international markets, at higher prices. The new policy is benefiting about 600 families of coffee producers and has a direct effect on more than 700 ha of production.

In **Tanzania**, Mtandao wa Vikundi vya Wakulima na Wafugaji Mkoa wa Arusha (MVIWAARUSHA) has been encouraging sustainable land management with FFF support through agroforestry, tree-planting campaigns and land restoration initiatives, all aimed at improving soil fertility, water retention and biodiversity. Nearly 400 ha have been restored since



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2021, including 199 ha in 2024. More than 3 000 FFPO members (including 1 700 women and nearly 700 youth) are benefiting from improved forest and farm management, more stable livelihoods and increased resilience to climate change.

In **Nepal**, FFF-supported FECOFUN facilitated local-level discussions in three districts – Sarlahi, Mahottari and Dansuha – in the Churia Hills, with a focus on the crucial role of FFPOs. Discussions explored the need to expand the area under sustainable forest management and to restore priority areas based on data-driven assessments by local FECOFUN chapters, in collaboration with municipalities. Critical ecosystem hotspots were identified for community-led restoration measures, especially in degraded areas, sub-watersheds and wildlife corridors. In 2024, the FECOFUN initiative resulted in direct interventions for sustainable management and restoration on 300 ha of community forest land area involving 20 community forests in priority areas in the Churia Hills. By facilitating development of a sustainable forest management plan for community forests, FECOFUN contributed to the sustainable management of 7 800 ha of community forest in the Churia landscape in 2024.



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In **Togo**, FFF support has helped revitalize the Prefectural Committee for the Management of the Missahohe Classified Forest, which has restored 52 ha of the Missahohe classified forest (with the ambition to ultimately restore 1 494 ha). Seventy-seven members of the management committee participated in the restoration work, planting 8 800 agroforestry trees and 1 351 short-cycle fruit trees. The FFF is also supporting the Kpangalam Cantonal Development Committee to restore about 110 ha of degraded land in the periphery of the Fazao Malfakassa National Park and establish 20 ha of agroforestry.

In **Madagascar**, PNFDDSA worked with about 600 households (87 percent women) in the Analamanga and Sofia regions to adopt climate-smart agriculture techniques such as mulching, crop association and rotation, minimum tillage, agroecology and organic farming. Eight FFPOs in the Diana and Analamanga regions were supported to develop and start implementing climate-resilience plans, including strategies and action plans to mitigate climate-related risks.

Also in Madagascar, five FFPOs in the Diana region with a total membership exceeding 3 800 households were supported by the FFF in 2024 to develop and start implementing resilience plans. One FFPO, Union Matanjaka, received training on forest and landscape restoration, and 200 of its members took the initiative to start restoring a 40-ha

watershed, in collaboration with a local authority. The restored landscape will serve as a demonstration site and a model for sustainable restoration practices.

In **Ecuador**, UNORCAC has improved its communication with members and positioned itself as a key body for action and advocacy on agricultural systems, women's rights and culture. It has worked with the organizations that manage the Andean and Amazonian chakras based on the Globally Important Agricultural Heritage Systems approach to forge closer relationships – some 1 511 Ecuadorian producers are now accredited with the Chakra Seal on 2 577 ha. Ecuador's FFPO network has united under principles of the Indigenous worldview such as reciprocity, *minga* (collective work) and support circles among women for the conservation of biodiversity and ancestral culture. The Latin American Regional Exchange on Agroforestry Systems to Enhance Inclusive and Sustainable Bioeconomy took place in 2024 in Napo, Ecuador, with 90



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representatives from six countries (Bolivia, Colombia, Costa Rica, Ecuador, Guatemala and Nicaragua).

The FFF-supported Confederation of Family Producers' Organizations of the Expanded MERCOSUR (COPROFAM) is pushing for greater support for agroecology in the Southern Common Market (MERCOSUR). In 2024, COPROFAM trained 80 family farmers in the use of information and communication technologies (ICTs), with an emphasis on peer-to-peer knowledge-sharing and -access and the use of ICTs to shorten trade chains and expand access to high-value markets for differentiated products (such as organic and agroecological production). COPROFAM worked with its ten member organizations in seven countries to advocate for greater support for agroecology in MERCOSUR.

The FFF-supported Pacific Islands Farmers Organisation Network provided training on climate-change adaptation assessments to 50 farmers representing 22 farmer organizations in 12 Pacific Island countries in 2024. The training addressed the impacts of climate change on food and water security; mapping farmer and community vulnerabilities; identifying key affected crops and value chains; and conducting gender analyses to understand the differential impacts on men and women. The training has increased the capacity of participants to better support rural farmers in their communities and countries to pursue climate-resilient agriculture, with a focus on empowering women farmers through leadership roles and access to resources. The farmer organizations now have capacity to directly support rural farmers through action plans funded through the Pacific Farmers Organisations Climate Resilient Farming Framework.

## Leveraging impacts in other projects

The FFF's strategic approach is playing a transformative and catalytic role in empowering FFPOs to contribute to climate-resilient landscapes. Its success was pivotal in initiating a significant programme in 2024 designed to empower forest and farm producers to accelerate restoration-based value-added innovation. The new programme, which is valued at EUR 40 million and funded by the Government of Germany, will support implementation of AFR100. The FFF's work also influenced the development of a new programme for accessing funds worth more than USD 67.5 million under the Global Environment Facility (GEF) Small Grants Programme. These developments are in addition to the GEF DSL-IP and the GEF Food Systems, Land Use and Restoration Impact Programme, which the FFF continues to influence (see box). Such successes show the power of the FFF in driving larger-scale investments and mobilizing resources for FFPOs.

### FFF influence in Global Environment Facility programmes

In addition to its involvement in development of the Small Grants Programme, in 2024 the FFF influenced implementation of the DSL-IP in Botswana, Namibia and Tanzania, including by providing support for the identification, ranking and engagement of FFPOs. It also supported capacity strengthening in Malawi by providing on-site training for master trainers on value-chain and market development and implementation of the Food Systems, Land Use and Restoration Impact Program in Kenya and Nigeria, including by shaping discussions on FFPO engagement.

# Outcome 4

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

The FFF works with FFPOs to map the social protection services that their members should be able to access. We also provide grant support to develop and extend social and cultural services that FFPOs may want to offer their members in the absence of external support. And we provide direct grant support to Indigenous Peoples' and local-community groups for advocacy work in defence of territorial rights and biocultural heritage and diversity, thus helping those groups gather evidence that supports their messages and amplifies their voices at global events.

Here, we provide examples of FFPO efforts to improve access to health insurance services for their members and increase the inclusion of women, youth and Indigenous Peoples in their work as a strong sign of cultural change.



## Key indicators for outcome 4

At least 70 FFF-supported FFPOs with a total collective membership of more than 78 000 **people received improved social or cultural services** in 2024 (up from about 74 800 people in 2023).

106 FFPOs (up from 92 in 2023) have conducted **needs assessments** for social or cultural services.

FFPO action has delivered 96 **new or improved social and cultural services**.

Representatives of 49 FFPOs have **participated in social development processes** that include social and cultural rights, up from 41 in 2023.

## Health insurance and other services

In **Ghana**, the FFF helped convene a forum that brought together traditional rulers, landowners, farmers and representatives of social protection services such as the National Health Insurance Scheme and the Livelihood Empowerment Against Poverty. The aim of the forum was to tackle the challenges women face in accessing land and social services. Also in Ghana in 2024, eight FFPOs conducted needs assessments and established contact with district-level government social services providers, relevant governmental agencies and stakeholders using zonal roundtable dialogues and a national dialogue. This increased awareness among the FFPOs about the potential to provide their more than 8 000 members with access to such services.



In **Togo**, the FFF raised awareness in FFPOs about health insurance options and helped establish resilience funds – such as that of Etsonenyo, benefiting 55 members, including 25 women. In **Viet Nam**, 26 FFPOs promoted “Green Funds”, a saving and credit cooperative organization with a total amount across all funds of VND 4.1 billion (USD 171 000), which members can access to invest in various ways, such as to meet production and business needs, obtain healthcare and pay school fees. In **Zambia**, the FFF-supported Chamabale’s women group reported that more than 20 members are now accessing improved medical services under the national health insurance scheme. Also in **Zambia**, the FFF-supported Nyimba District Farmer Association helped 15 FFPOs to register with the office of the national pension scheme to improve access to maternity services and life insurance, among other things, and assisted 208 of its members (113 women and 95 men) to register with the National Health Scheme. In **Kenya**, five FFF-supported FFPOs, primarily CFAs, have conducted needs assessments related to social and cultural services since 2018; in 2024, members of the Ngong Road Forest Association, the Menengai CFA and the Namelok Women Group gained access to health insurance, cash transfers, welfare programmes, recreational activities and cultural ceremonies. In **Nepal**, FECOFUN organized a 16-day campaign, “No Gender-Based Violence”, spanning its entire network. The campaign involved various activities, such as blood donations, awareness rallies, drama performances, and sketching competitions that engaged youth.

## Inclusion of women and youth and Indigenous Peoples

In **Bolivia**, the FFF-supported Rio Blanco Indigenous Community – 25 families on 4 730 ha – has established a community enterprise with the aim of restoring their degraded lands and increasing the productivity and economic value of their forests. The participatory nature of the initiative’s planning process has strengthened the community’s governance – for example, it has become more inclusive by enabling women and young people to contribute more meaningfully. A women’s organization, “Las Pioneras”, has achieved legal registration for certain non-wood forest products, and a youth organization, Mamuri, is in charge of community carpentry and timber management. The development and implementation of an integrated forest management plan for 2 500 ha has enabled the sawmilling of 20 000 board feet of semi-finished wood and 5 000 board feet of dry dimensioned wood using low-cost, low-impact technologies. A manual of good practices in forest restoration has been formulated and implemented on about 50 ha to date.



In **Ecuador**, the National Network of Agricultural and Forestry Producer Organizations in Ecuador (ROPAFE), composed of 75 percent Indigenous Peoples and nationalities, was established in 2024. ROPAFE has 14 member organizations from the coastal, highlands and Amazonian regions; its focus is on women’s participation in decision-making and public policy advocacy. In total, ROPAFE has 20 250 members, of whom about 9 700 are women and 6 100 are 30 years old or younger. ROPAFE has conducted a diagnosis of women’s participation in decision-making within its member organizations and formulated an action plan to strengthen this. Eight hundred women participated in this work, as well as in other activities, such as the development of a methodological guide to promote women’s participation in public policy advocacy. A network of young Amazonians has also been formed involving 33 representatives (including 23 women) from six grassroots organizations (Kallari, Wiñak, Tsatsayaku, Inti, Ally Guayusa and Asowuaoca).

In **Bolivia**, AAICAM has implemented a process of renewal of its board of directors and associates through its “Organic statute and regulations for the participation of young people (men and women) and action plan”. Among other things, this process has enabled young people in the community to develop a company for processing non-wood forest products and agroforestry products; benefit from internal training (e.g. on business management, organizational management, administrative management, and good manufacturing and marketing practices) and the exchange of experiences with other FFPOs; and initiate new enterprises on ecotourism and the production of non-wood forest products (such as Brazil nut and açai).



The FFF-supported 269 Tan Xuan cooperative in **Viet Nam**'s Son La province has 80 (mostly Indigenous) members, including 60 women. The cooperative supports local farmers in planting bamboo on bare land or harvested areas, and it brought in a new species (*Paulownia tomentosa*) and is developing an agroforestry system using this species as a cover crop and ultimately a timber resource. The cooperative has increased the value of bamboo to improve farmer incomes by using bamboo processing byproducts, and it has applied for certification for the dried bamboo shoots it produces. Members of the cooperative earn salaries of VND 5–6 million per month, and it has also enabled more than 60 other local people to boost their incomes by 10–30 percent by selling products to the cooperative and providing labour.

The FFF-supported Mesoamerican Alliance of Peoples and Forests, via the Coordinator of Women Territorial Leaders of Mesoamerica (CMLT), trained 13 female territorial leaders in the Regional Gender and Climate Change Plan to empower them in making their demands visible in advocacy spaces. Recognizing this work, other donors – for example, the Rockefeller

Foundation and Instituto de Liderazgo Simone de Beauvoir – moved in to provide financial support for specific components. The Government of Costa Rica allocated funds from the Green Climate Fund to a funding line on agriculture focused on women producers. Six female territorial leaders were trained to participate as spokespersons for the CMLT at CBD COP 16 with the objective of making visible the contributions of female ancestral agriculture in Mesoamerica. Participation in these spaces also helps to strengthen women's leadership.

The FFF-supported Intercontinental Network of Organic Farmers Organisations (INOFO) organized a webinar on women-led strategies for financial resilience in organic farming, building on INOFO's unique initiative to discuss financial violence and financial illiteracy among female organic farmers. The concept was to focus on peer-to-peer knowledge platforms and psychologically safe spaces to enable female-led FFPOs to foster connections and build a strong support network among themselves. INOFO also developed a first position paper on the topic of financial violence against women producers, which has been published and shared and will be a solid and reliable reference for the further development of this critical issue.

We collected improved data on gender through a centralized online questionnaire using the KoBoCollect app. All the collected gender-monitoring data were collated and analysed by a consultant, and the results were presented to and discussed with FFF country facilitators at an online validation workshop.

Young farmers face challenges in accessing finance, grants and subsidies,

making it difficult for them to invest in and grow their livelihoods; many also lack the necessary resources to advance their enterprises. The Young Farmers' Enterprise Challenge Fund, developed with FFF support in 2021–2022, addresses these challenges by providing financial and technical support to young farmers, fishers, pastoralists and forest users. With FFF support, the Asian Farmers Federation created an [impact video](#) in 2024 examining the experiences of young farmers who participated in the first cycle of the Young Farmers' Enterprise Challenge Fund in growing their enterprises, with support from the Fund. Recipients featured in the video from Kyrgyzstan, Mongolia and Nepal have already recouped their initial investments and reinvested the funds in new projects led by other young farmers in the second cycle of implementation.



# Challenges

**As part of our monitoring and evaluation effort, we held our annual retreat (online) in December 2024 with country facilitators and implementing partners to share the results of FFF work during the year. The following challenges were identified in implementing the FFF programme.**

## **Procedural delays and administrative bottlenecks**

Slow approvals for letters of agreement significantly delayed workplan implementation and disrupted FFPO production and business strategies (Madagascar, Tanzania, Viet Nam).

Insufficient multisectoral coordination across levels, and inconsistent government support, hindered policy integration and implementation (Kenya, Viet Nam).

## **Limited capacity of FFPOs**

FFPO members often lacked technical capacity in resource mobilization, record-keeping and business planning (Liberia, Nepal).

Low volumes and quality of FFPO production created difficulties in accessing stable markets and scalable value chains (Kenya, Viet Nam).

Limited internal financing and restricted access to flexible funding have constrained FFPO growth (the Gambia, Kenya).

## **Impact of climate disasters**

Typhoon Yagi destroyed crops and required many organic producers to start again (Viet Nam).

Severe droughts in Zambia led to increases in deforestation and illegal charcoal production.

Wildfires caused soil degradation, damaged reforestation efforts, and reduced landscape fertility (Bolivia, Madagascar, Togo).

## **Environmental challenges**

Chemical pesticide use by outside actors threatened beekeeping and organic farming efforts, with alternatives like biopesticides requiring repeated applications (Madagascar).

A lack of suitable climate-resilience tools, such as weather prediction and production management systems, impeded the adoption of adaptive strategies (Viet Nam).

## Gender disparities

Women in Nepal faced cultural and societal barriers, hindering their ability to scale up agricultural and business activities.

Efforts to integrate women into leadership roles and decision-making processes in FFPOs were still insufficient (Nepal, Togo).

## Advocacy and governance

Advocacy for policy reforms and strong FFPO governance structures remained a long-term, resource-intensive effort (Kenya, Tanzania).

A lack of national policy workshops addressing FFPO-specific issues limited opportunities for engagement with policymakers (Viet Nam).

## Limited technical and market access

FFPOs struggled to secure partnerships with major companies for sustainable value chains (Madagascar).

E-marketing platforms, such as Madagascar's "e-vokatra", established during the Covid-19 pandemic, has been hard to sustain, post-pandemic.

## Sociocultural and resource barriers

Insufficient awareness of sociocultural benefits, such as healthcare and traditional services, limited FFPO engagement (Kenya).

Inadequate resources were available for preserving cultural activities and traditions in local communities and FFPOs (Viet Nam).

## Recommendations for meeting these challenges

- Streamline the letter-of-agreement approval process and enhance government coordination for efficient implementation.
- Continue building capacity through targeted training and access to innovative tools for FFPOs.
- Strengthen climate resilience by promulgating proven sustainable practices like biopesticides and biofertilizers and developing and making available context-appropriate digital tools.
- Further promote gender inclusivity through tailored programmes for women in leadership and business roles.
- Support advocacy and governance by allocating additional time and resources to strengthening institutional structures.



# Lessons, and key responses

## Outcome implementation

Several key lessons emerged in 2024 that highlighted the evolving effectiveness and growing impact of the FFF's work.

For example, there was a striking improvement in results under Outcome 2. The introduction of direct beneficiary grants has increased the speed at which change under this outcome can be achieved, perhaps because they are unleashing latent entrepreneurial capacity in FFPOs while also fostering greater autonomy and resilience.

There was impressive growth in FFF-supported FFPOs in Bolivia in the export of certified products, and substantial progress was made in Viet Nam in building certification skills. Among other things, these successes show the importance of robust and transparent internal governance.

There was a considerable increase in the restoration of degraded land in 2024. This can be attributed partly to recognition among FFPOs of the potential of restoration to both generate income (e.g. through nursery sales) and, in the longer term, to underpin profitable forest-based enterprises. The message that restoration can be a commercially rewarding activity is starting to spread among FFPOs through the networks FFF has helped create and sustain and to motivate FFPOs to pursue best-practice restoration, with FFF support. The exchange of knowledge and experiences among FFPOs is often profoundly inspiring for participants and is helping catalyse innovative approaches across regions.

A strategic focus on fewer value chains emerged as another pivotal insight, demonstrating that concentrating resources and efforts can amplify impact, extend reach and bolster market capacities. By homing in on select value chains, FFPOs can optimize their influence and drive significant economic and social benefits by enabling market access – this can include supplying adequate quantities of high-quality products to value-adding processing and trading companies.

Finally, there is a recognized need to leverage regional platforms to bridge national experiences with global dialogues. By connecting local successes and challenges to broader audiences, these platforms can amplify voices, share valuable insights, and foster a collaborative global effort toward sustainable development.

Overall, the lessons from 2024 illustrate the transformative potential of strategic support, targeted investments and global connectivity in empowering FFPOs and their members worldwide.

## Monitoring

The FFF is undertaking a comprehensive stocktake of achievements to capture, analyse and organize the lessons learned from implementation. As we complete the second phase, we are drawing on our extensive experience of supporting 852 organizations to create a robust knowledge management repository that will serve to promote productive exchange between FFPOs, apex organizations in the FFF countries and beyond.

We began developing a new platform in 2024 called the FFF App, through Microsoft Power BI. The aim of the app is to streamline project management by handling multiple contracts efficiently and tracking deliverables meticulously. It will enhance collaboration with colleagues within FAO through real-time updates and cloud-based features, allow the download of data in Excel format, and provide dynamic dashboards for analysing programme performance. The possibility of sharing and downloading data from the dashboard with FFF partners external to FAO is being explored.

## Risks and safeguards

Monitoring risk in direct beneficiary grants – especially for first-tier FFPOs for which these grants are often the first exposure to the management of external funding – is an important aspect of FFF procedures. Our two-step selection process, including a field visit, is an important risk-mitigation step. When grants are operational, FFF country staff visit and follow up several times per year (depending on factors such as time availability and travel budget). A key lesson learned is that the potential of success increases when second- or third-tier FFPOs are involved in the monitoring and mentoring of new grantees.





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In 2024, the FFF started implementing the FAO Environmental and Social Framework (ESF) as a strategic approach for ensuring the programme's sustainability and positive impact. The ESF is crucial for minimizing the FFF's environmental footprint by incorporating sustainable resource management practices and identifying and mitigating potential environmental and social risks, thereby preventing adverse impacts and promoting sustainable development.

We are now developing guidelines to assist in streamlining ESF implementation in FFF operations. The guidelines will establish standard procedures for screening and assessing risk in activities, stakeholder engagement, information disclosure processes, free, prior and informed consent, and gender-equality inclusion. We are also developing a matrix to assign specific levels of risks – low, medium and high – and mitigation measures for specific value chains.

The FFF included grievance mechanisms in all contracts signed with FFPOs in 2024. In Kenya and Tanzania, a screening section to prioritize interventions for lower-risk proposals was included in the online selection process. A pilot exercise for mitigating risks in FFF activities was implemented in Bolivia, Ecuador, the Gambia and Kenya.

By fully embedding the ESF in our work, we will help build resilience against climate change and other environmental challenges by encouraging adaptive practices and technologies. This is especially important for vulnerable forest and farm communities.



# Budget highlights

Table 1 shows that the FFF's total revenue (to date) in its phase 2 was USD 67.6 million, as of December 2024. Future contributions (i.e. for 2025) are calculated using the currency exchange rate at the time the most recent instalment was received.

**Table 1. Total revenue, by donor, 2018–2025**

FFF\_GCP/GLO/931/MUL Contributions as of Dec 2024

GCP/GLO/931/ MUL	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Donor
Sweden	2,780,558	3,670,687	2,778,682	3,012,411	1,978,827	2,423,420	1,372,119	914,746		18,931,449.46
Finland		1,594,541	772,627							2,367,168.24
IKEA	-	128,475	-	139,535						268,010.22
Germany (GIZ)	849,935		-	1,824,818						2,674,752.02
The Netherlands		100,000	170,000	295,000	150,000	315,000				1,030,000.00
United States			200,000	100,000	550,000	500,000	500,000			1,850,000.00
Germany (BMZ)				8,532,110	4,888,438	4,940,924	4,095,341	4,623,542		27,080,355.13
United Kingdom (FCDO)						5,703,422	1,959,560	2,544,529		10,207,511.72
<b>Total (a)</b>	<b>3,630,493</b>	<b>5,493,704</b>	<b>3,921,309</b>	<b>13,903,874</b>	<b>7,567,265</b>	<b>13,882,766</b>	<b>7,927,020</b>	<b>8,082,817</b>	<b>-</b>	<b>64,409,247</b>

## Contributions under different projects

	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Donor
FMM/GLO/147/ MUL- Flexible Multidonor Trust Fund			500,000	500,000	500,000					1,500,000
GCP/GLO/397/ EC - FLEGT	454,104	279,975	621,471							1,355,550
GCP/INT/054/ GER - APO Germany	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>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184,533</b>

## GLOBAL FFF CONTRIBUTIONS FROM RESOURCE PARTNERS

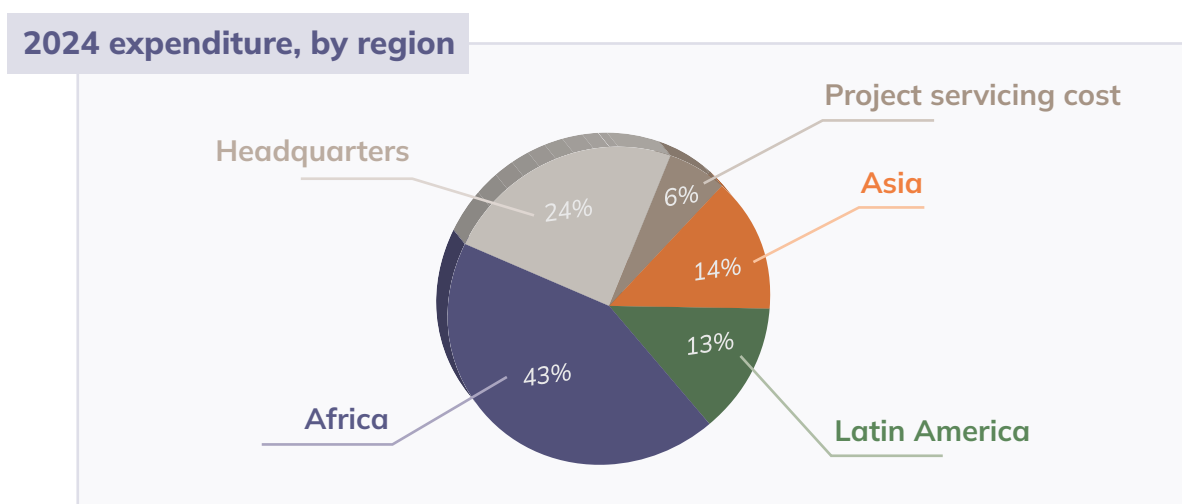
	June-Dec 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Grand total (a+b)	4,238,356	5,948,903	5,042,780	14,403,874	8,067,265	13,882,766	7,927,020	8,082,817	-	67,593,780

The FFF made its highest fund disbursement in its history in 2024, at USD 16.3 million – almost double the previous highest disbursement in phase 2, which was USD 8.30 million in 2023.

Table 2 shows that, of this total expenditure, USD 12.0 million (74 percent) was allocated to letters of agreement and direct beneficiary grants. Of this, USD 10.0 million went to FFPOs in the countries and USD 273 000 went to regional FFPOs; thus, a total of 10.3 million (63 percent of the budget) went directly to FFPOs. USD 1.75 million (10 percent of the budget) went to implementing partners. Ninety-five percent of the approved budget was spent in 2024.

About 9 percent of the budget supported producer organizations through national consultant contracts and local travel costs. FAO headquarters expenditure under the contracts budget line included implementing partners' and regional and global letters of agreement, salaries, and costs associated with regional and global FFF events in Ecuador and Nepal.

Table 2 shows that the actual expenditure on travel exceeded the approved budget; the main reason for this was an increase in airfares, which added to outlays especially for the global conference and in-person retreat, held in Nepal in April. The approved budget for expendable procurement was also exceeded, which was due to costs associated with maintaining the Foris software, as well as purchases of office equipment (e.g. computers, including monitors, and furniture). An increase in expenditure on general and other expenses compared with the approved budget was due to costs associated with the Nepal conference and a regional event in Zambia.



Note that percentages in this figure are rounded.

**Table 2. Approved budget and actual expenditure, 2024**

	2024 Approved budget	Actual expenditure	Remaining balance	%
Professional salaries	852,000	818,323	33,677	5
General Service salaries	220,000	210,745	9,255	1
Consultants	800,000	769,913	30,087	5
<b>Contracts</b>	<b>12,775,000</b>	<b>12,006,004</b>	<b>768,996</b>	<b>73</b>
Letters of agreement (countries)	5,575,000	5,072,940	502,060	31
Direct beneficiary grants (countries)	5,300,000	4,928,529	371,471	30
Letters of agreement with regional organizations	750,000	253,717	496,283	2
Letters of agreement with global organizations	150,000	-	150,000	0
Letters of agreement with FFF partners	1,000,000	1,750,818	(750,818)	11
Locally contracted labour	2,000	3,518	(1,518)	0
Travel	400,000	646,071	(246,071)	4
Training	200,000	217,131	(17,131)	1
Expendable procurement	15,000	50,186	(35,186)	0
Non expendable procurement	20,000	16,668	3,332	0
Hospitality	5,000	825	4,175	0
<b>Technical support services</b>	<b>788,184</b>	<b>613,087</b>	<b>175,098</b>	<b>4</b>
Secondments	786,106	611,009	175,098	4
Report costs	-	-	-	0
Mid-term evaluation	-	-	-	0
Environmental safeguard	2,078	2,078	-	0
General operating expenses (GOE)	60,000	71,059	(11,059)	0
GOE - External	10,000	101	9,899	0
GOE - Internal	10,000	1,619	8,381	0
<b>Subtotal</b>	<b>16,157,184</b>	<b>15,425,250</b>	<b>731,934</b>	<b>94</b>
Project servicing cost 5.9%	953,274	910,090	43,184	6
<b>Total</b>	<b>17,110,458</b>	<b>16,335,340</b>	<b>775,118</b>	<b>100</b>

Note that expense amounts are subject to minor change in the FAO financial equalization process (by end February 2025).

**Table 3. 2024 expenditure, by country**

	Bolivia	Ecuador	Ghana	Kenya	Zambia	Madagascar	Tanzania	Viet Nam	Nepal	Togo	Gambia	Liberia	Total
Consultants	94,438	45,332	38,009	45,036	33,223	41,955	42,514	32,348	73,197	27,997	15,498	23,429	512,976
Contracts	-	995,129	333,157	292,923	82,554	335,552	858,727	902,717	468,077	183,258	140,508	227,451	4,820,053
Direct beneficiary grants	753,071	-	837,377	1,047,812	594,042	-	548,627	-	553,984	639,921	-	-	4,974,834
Travel	48,251	7,596	26,716	45,906	114,432	7,312	37,420	11,151	50,428	54,534	10,210	14,044	428,000
Training	21,243	-	31,735	3,414	19,740	815	10,239	-	112,929	14,902	570	817	216,404
Technical support services	29,848	29,723	-	-	29,972	-	33,274	29,950	29,941	29,848	-	-	212,556
Expendable procurement	5,338	4,857	231	-	2,032	922	2,048	123	1,264	1,720	283	153	18,971
Non-expendable procurement	882	-	3,594	-	-	1,291	-	-	-	-	-	-	5,767
General operating expenses	16,028	3,746	1,523	4,367	23,164	941	1,764	1,509	10,387	1,644	1,084	457	66,614
<b>Total</b>	<b>969,099</b>	<b>1,086,383</b>	<b>1,272,342</b>	<b>1,439,458</b>	<b>899,159</b>	<b>388,788</b>	<b>1,534,613</b>	<b>977,798</b>	<b>1,300,207</b>	<b>953,824</b>	<b>168,153</b>	<b>266,351</b>	<b>11,256,175</b>

**Table 4. Summary budget allocation**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
Professional salaries	22,878	923,047	698,312	967,056	667,128	826,086	818,323	790,000	870,000	6,582,830
General Service salaries	49,171	209,698	224,358	191,519	199,748	167,939	210,745	220,000	220,000	1,693,178
Consultants	31,408	361,817	321,916	428,039	575,894	602,275	769,913	870,000	680,000	4,641,263
<b>Contracts</b>	<b>42,150</b>	<b>2,512,760</b>	<b>2,946,475</b>	<b>3,739,362</b>	<b>5,310,825</b>	<b>5,354,741</b>	<b>12,006,004</b>	<b>6,750,000</b>	<b>1,650,000</b>	<b>40,312,316</b>
By country	-	1,689,429	2,467,843	2,385,414	3,193,372	2,680,074	5,072,940	5,200,000	800,000	23,489,072
Direct beneficiary grants	-	-	-	584,420	1,064,655	1,636,889	4,928,529	-	-	8,214,493
Regional	-	281,209	-	149,460	129,366	296,707	253,717	400,000	-	1,510,459
Global	20,000	-	-	121,868	63,000	113,178	-	150,000	-	468,046
Partnership agreements	22,150	542,122	478,631	498,200	860,432	627,893	1,750,818	1,000,000	850,000	6,630,246
Locally contracted labour	761	1,575	43	359	12	4,920	3,518	2,000	2,000	15,188
Travel	82,179	499,823	136,643	100,918	370,589	410,715	646,071	650,000	200,000	3,096,938
Training	15,738	81,188	41,153	252,911	-123,097	181,669	217,131	150,000	50,000	866,693
Expendable procurement	2,751	5,503	5,242	16,768	18,951	8,182	50,186	10,000	8,000	125,583
Non-expendable procurement	1,306	6,069	9,222	13,532	4,821	3,598	16,668	10,000	10,000	75,216
Hospitality	-	3,758	2,694	-	1,245	2,004	825	5,000	4,839	20,365
<b>Technical support services</b>	<b>-</b>	<b>11,725</b>	<b>226,486</b>	<b>39,251</b>	<b>94,892</b>	<b>202,262</b>	<b>613,087</b>	<b>1,044,016</b>	<b>812,078</b>	<b>3,043,797</b>
Secondments	-	11,725	76,486	39,251	94,201	200,184	611,009	931,938	780,000	2,744,794
Report costs	-	-	-	-	-	-	-	-	30,000	30,000
Mid-term evaluation	-	-	150,000	-	-	-	-	110,000	-	260,000
Environmental safeguard	-	-	-	-	691	2,078	2,078	2,078	2,078	9,003
General operating expenses (GOE)	1,399	33,511	18,378	19,166	32,063	65,516	71,059	25,987	25,000	292,079
GOE - External	28	430	59	-	2,176	1,915	101	5,000	4,094	13,803
GOE - Internal	900	10,045	4,359	7,435	3,931	3,281	1,619	5,000	5,000	41,570
<b>Subtotal</b>	<b>250,669</b>	<b>4,660,949</b>	<b>4,635,339</b>	<b>5,776,316</b>	<b>7,159,178</b>	<b>7,835,103</b>	<b>15,425,250</b>	<b>10,537,003</b>	<b>4,541,011</b>	<b>60,820,819</b>
Project servicing cost 5.9%	14,789	274,996	273,485	340,802	422,392	462,271	910,090	621,683	267,920	3,588,428
<b>Total</b>	<b>265,458</b>	<b>4,935,945</b>	<b>4,908,824</b>	<b>6,117,118</b>	<b>7,581,570</b>	<b>8,297,374</b>	<b>16,335,340</b>	<b>11,158,686</b>	<b>4,808,931</b>	<b>64,409,247</b>

**Table 5. GCP/GLO/931/MUL Detailed budget lines for major expenses**

Programme management headquarters	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Programme management salaries</b>	<b>22,878</b>	<b>923,047</b>	<b>698,312</b>	<b>967,056</b>	<b>667,128</b>	<b>826,086</b>	<b>818,323</b>	<b>790,000</b>	<b>870,000</b>	<b>6,582,830</b>
Manager (D1)	22,878	216,763	136,903	232,923	-	104,444	142,222	120,000	200,000	
Forestry Officer (P4)	-	210,019	136,057	184,297	185,015	224,199	223,705	220,000	220,000	
Forestry Officer (P4)	-	201,167	122,195	215,816	213,738	217,060	217,334	220,000	220,000	
Forestry Officer/APO/ Operations Officer (P2-P3)	-	-	95,736	37,332	-	-	-	-	-	
Communications Officer (P3)	-	116,693	104,172	145,503	154,400	152,202	115,754	130,000	130,000	
Media support staff	-	178,405	103,248	151,185	113,974	128,181	119,309	100,000	100,000	
<b>General Services staff</b>	<b>49,171</b>	<b>209,698</b>	<b>224,358</b>	<b>191,519</b>	<b>199,748</b>	<b>167,939</b>	<b>210,745</b>	<b>220,000</b>	<b>220,000</b>	<b>1,693,178</b>
Programme Assistant HQ	29,171	112,932	106,499	111,519	98,915	100,573	105,658	120,000	120,000	
Office Assistant HQ G3	20,000	96,766	117,859	80,000	100,833	67,366	105,087	53,000	53,000	
Office Assistant HQ G2/G3	-	-	-	-	-	-	-	47,000	47,000	
<b>Consultants*</b>	<b>31,408</b>	<b>361,817</b>	<b>321,916</b>	<b>428,039</b>	<b>575,894</b>	<b>602,275</b>	<b>769,913</b>	<b>870,000</b>	<b>680,000</b>	<b>4,641,263</b>
<b>Contracts</b>	<b>42,150</b>	<b>2,512,760</b>	<b>2,946,475</b>	<b>3,739,362</b>	<b>5,310,825</b>	<b>5,354,741</b>	<b>12,006,004</b>	<b>6,750,000</b>	<b>1,650,000</b>	<b>40,312,316</b>
By country	-	1,689,429	2,467,843	2,385,414	3,193,372	2,680,074	5,072,940	5,200,000	800,000	
Direct beneficiary grants	-	-	-	584,420	1,064,655	1,636,889	4,928,529	-	-	
Regional	-	281,209	-	149,460	129,366	296,707	253,717	400,000	-	
Global	20,000	-	-	121,868	63,000	113,178	-	150,000	-	
Partnership agreements	22,150	542,122	478,631	498,200	860,432	627,893	1,750,818	1,000,000	850,000	
<b>Technical support services</b>	<b>-</b>	<b>11,725</b>	<b>226,486</b>	<b>39,251</b>	<b>94,892</b>	<b>202,262</b>	<b>613,087</b>	<b>1,044,016</b>	<b>812,078</b>	<b>3,043,797</b>
Secondments	-	11,725	76,486	39,251	94,201	200,184	611,009	931,938	780,000	
Report costs	-	-	-	-	-	-	-	-	30,000	
Mid-term evaluation	-	-	150,000	-	-	-	-	110,000	-	
Environmental safeguard	-	-	-	-	691	2,078	2,078	2,078	2,078	
<b>Travel</b>	<b>82,179</b>	<b>499,823</b>	<b>136,643</b>	<b>100,918</b>	<b>370,589</b>	<b>410,715</b>	<b>646,071</b>	<b>650,000</b>	<b>200,000</b>	<b>3,096,938</b>
<b>Training</b>	<b>15,738</b>	<b>81,188</b>	<b>41,153</b>	<b>252,911</b>	<b>-123,097</b>	<b>181,669</b>	<b>217,131</b>	<b>150,000</b>	<b>50,000</b>	<b>866,693</b>
<b>Other</b>	<b>7,145</b>	<b>60,891</b>	<b>39,997</b>	<b>57,260</b>	<b>63,199</b>	<b>89,416</b>	<b>143,976</b>	<b>62,987</b>	<b>58,933</b>	<b>583,804</b>
Locally contracted labour	761	1,575	43	359	12	4,920	3,518	2,000	2,000	
Hospitality	-	3,758	2,694	-	1,245	2,004	825	5,000	4,839	
Expendable procurement	2,751	5,503	5,242	16,768	18,951	8,182	50,186	10,000	8,000	
Non-expendable procurement	1,306	6,069	9,222	13,532	4,821	3,598	16,668	10,000	10,000	
General operating expenses (GOE)	1,399	33,511	18,378	19,166	32,063	65,516	71,059	25,987	25,000	
GOE - External	28	430	59	-	2,176	1,915	101	5,000	4,094	
GOE - Internal	900	10,045	4,359	7,435	3,931	3,281	1,619	5,000	5,000	
<b>Subtotal</b>	<b>234,931</b>	<b>4,579,761</b>	<b>4,594,186</b>	<b>5,523,405</b>	<b>7,282,275</b>	<b>7,653,434</b>	<b>15,208,119</b>	<b>10,387,003</b>	<b>4,491,011</b>	<b>60,820,819</b>
Project servicing cost 5.9%	13,860.90	270,205.91	271,056.99	325,880.90	429,654.22	451,552.61	897,279.04	612,833.18	264,969.65	3,588,428.29
<b>Grand total</b>	<b>248,791</b>	<b>4,849,967</b>	<b>4,865,243</b>	<b>5,849,286</b>	<b>7,711,929</b>	<b>8,104,987</b>	<b>16,105,398</b>	<b>10,999,836</b>	<b>4,755,981</b>	<b>64,409,247</b>

\* Core country facilitators, field consultants, communications, monitoring and other headquarters consultants.

# Endnotes

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- <sup>4</sup> Hou-Jones, X., Macqueen, D., Núñez del Prado Nieto, I., Sorsby, N. & Duffy, J. 2024. *Business unusual: How business and investment pioneers are transforming forest and food supply chains*. London, UK, IIED. <https://www.iied.org/sites/default/files/pdfs/2024-04/22396iied.pdf>
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- <sup>8</sup> <https://iucn.org/our-work/projects/forest-and-farm-facility>
- <sup>9</sup> <https://www.iied.org/forest-farm-facility-phase-ii>
- <sup>10</sup> <https://www.agricord.org/en/news/international-conference-agrobiodiversity-2024-technical-report>
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- <sup>13</sup> <https://www.fao.org/in-action/dryland-sustainable-landscapes/en>
- <sup>14</sup> [https://www.fao.org/africa/african-forest-landscape-restoration-initiative-\(afr100\)-programme/en](https://www.fao.org/africa/african-forest-landscape-restoration-initiative-(afr100)-programme/en)
- <sup>15</sup> <https://www.fao.org/forest-farm-facility/news-and-events/news-detail/en/c/1716960/>
- <sup>16</sup> <https://www.agricord.org/en/publications/building-resilience-tool-1>
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