



# Forest and Farm Facility 2025 annual report





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All photos in this report were taken by FFF team members or partners in 2025 and show the communities and activities we supported.

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### Annexes to this report

This report has 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.



# Executive summary

## A year of delivery, influence and learning

2025 was a year of significant achievement for the Forest and Farm Facility (FFF) and the forest and farm producer organizations (FFPOs) it supports. Evidence of the effectiveness of FFPOs continued to grow in countries, and they also increasingly shaped policy debates through coordinated advocacy at the regional and global levels. The FFF's monitoring and learning system and risk management tools were further developed. An independent evaluation confirmed the FFF's strategic relevance and effectiveness. And consultations intensified with partners for a potential successor phase that helped crystallize a shared vision for the future.

## Grassroots impacts

### Outcome 1

- FFF-supported FFPOs contributed to **16 national-level policy changes** in 2025, bringing the cumulative total to 336 since 2018.
- Nearly **4 800 additional FFPO members participated in local to national advocacy and policy processes** in 2025, for a total of 34 668 since 2018.

### Outcome 2

- **20 apex FFPOs were supported to provide business incubation services** to FFPO members in 2025, for a cumulative total of 73.
- **88 new businesses developed or enhanced value addition** in 2025 (a 21 percent increase compared with 2024), bringing the cumulative total to 505.

### Outcome 3

- The FFF supported restoration, protection and sustainable management **on an additional 157 640 ha of land** in 2025, for a cumulative total of 688 693 ha since 2018, benefiting 355 072 people (up from 289 017 people in 2024).
- The **number of FFF-supported FFPOs that have developed climate resilience plans or put in place responsive practices on the ground increased by 84** in 2025, for a cumulative total of 261 since 2018.

## Outcome 4

- **282 659 people have benefited from increased access to improved social or cultural services since 2018** thanks to the efforts of FFF-supported FFPOs – more than 2.5 times the target for phase II.
- A global survey of 143 FFF-supported FFPOs in 2025 found **consistent progress in women's leadership, participation and economic empowerment**. Ninety-two percent of surveyed FFPOs reported improvements in women's entrepreneurship skills and more than 61 percent indicated that women have entered traditionally male-dominated sectors such as beekeeping, timber processing and agroforestry.

## Strengthening global advocacy, knowledge management and communication

- The FFF's **long-term investment in strengthening regional and global alliances of producer federations** was visible at the 30th Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) in the confident advocacy of the Family Farmers Climate Action alliance, the Asia Farmers Association, the Global Alliance of Territorial Communities, and others.
- **The FFF worked with the UNFCCC COP 30 Presidency to develop the Plan for Accelerated Solutions**, including Together for the Expansion of Resilient and Restorative Agroecology and Agroforestry – TERRA – and on direct-access financing for forests for Indigenous Peoples and local communities under the Tropical Forest Forever Facility.
- **The expansion of the FFF network to include Brazil** strengthened South–South learning and will help amplify producer voices in global debates on forests, climate and food systems.
- Direct engagement by FFF-supported FFPOs in international processes has contributed to **26 cumulative policy changes** in favour of FFPOs at the regional or global level since 2018, including **five in 2025**.
- The FFF strengthened how it gathers, shares and uses knowledge, **creating the FFPO Knowledge Hub** and complementing its highly effective peer-to-peer learning, including through global webinars.
- **Major knowledge products were published**, covering governance strengthening, climate and ecosystem-based adaptation, agroforestry, value chains, market access and emerging policy issues. These products comprised practical tools, cross-country analyses and case studies to support FFPOs at the local to global levels.
- Communication efforts in 2025 included the publication of **more than 50 stories, complemented by social media and local outreach support**, sharing grassroots voices and successes and building recognition of, and trust in, FFPOs as key agents of change and investors in sustainable landscapes.
- Regrettably, the FFF Global Conference, which was scheduled to be held in Arusha, Tanzania, in December 2025, was cancelled due to the country's political situation.

## Continued efficient delivery and improved management and reporting systems

- In 2025, the programme issued **29 letters of agreement** and **49 direct beneficiary grants**.
- An independent evaluation found that **the FFF has made significant contributions in all four of its outcome areas**, with varying but **always substantial** levels of achievement.
- The FFF App was further developed in 2025 and now constitutes a **solid, end-to-end infrastructure for contract management and real-time monitoring**. It was complemented by other improvements in management software and risk management, including training in 14 country teams and of FFPOs in the Gambia and Liberia.

## Building partnerships and alliances for scaling up implementation and impact

- The FFF continued its engagement with the Global Environment Facility's Drylands Sustainable Landscapes Impact Program, supporting eight countries in Africa and Central Asia by **helping position FFPOs as direct beneficiaries and agents of change**.
- The FFF also continued its work in, and collaboration with, the AFR100 support programme, including **a flagship investment matchmaking event** in Kenya.
- The FFF strengthened collaboration with the **Global Soil Partnership** in a pilot project in Ghana and continued its co-implementation of the **Restoration for Resilience and Recovery of Sustainable Agrifood Systems Project**.
- The FFF **considerably expanded its partnerships and collaboration with alliances**, such as through TERRA (see above) and the G20 initiative, Global Alliance Against Hunger and Poverty. It explored closer collaboration with the Global Environment Facility's Small Grants Programme.
- An initiative commenced in Tanzania to pilot FAO's Capitalization of Financial Instruments as a way of **channelling blended funds directly to FFPO members**.

# Abbreviations

<b>AFR100</b>	African Forest Landscape Restoration Initiative
<b>BR</b>	Building Resilience
<b>CDTNA</b>	Choma District Tree Nursery Association (Zambia)
<b>CIAPEC</b>	Integral Agricultural Cooperative of Organic Producers (Bolivia)
<b>COP</b>	Conference of the Parties (to the United Nations Framework Convention on Climate Change)
<b>CSIR–SRI</b>	Council for Scientific and Industrial Research–Soil Research Institute (Ghana)
<b>DSL-IP</b>	Drylands Sustainable Landscapes Impact Program
<b>EUDR</b>	European Union deforestation regulation
<b>F4F</b>	Forests4Future
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FFF</b>	Forest and Farm Facility
<b>FFPO</b>	forest and farm producer organization
<b>GAAHP</b>	Global Alliance Against Hunger and Poverty
<b>GEF</b>	Global Environment Facility
<b>GIZ</b>	International Cooperation (Germany)
<b>ha</b>	hectare(s)
<b>IIED</b>	International Institute for Environment and Development

<b>IUCN</b>	International Union for Conservation of Nature
<b>M&amp;L</b>	monitoring and learning
<b>NTFP</b>	non-timber forest product
<b>OCOP</b>	One Commune One Product (Viet Nam)
<b>ODA</b>	official development assistance
<b>OI</b>	outcome indicator
<b>PAFO</b>	Pan-African Farmers Organization
<b>PAS</b>	Plan for Accelerated Solutions
<b>RCFUG</b>	Rajapani Community Forest User Group (Nepal)
<b>SACCO</b>	savings and credit cooperative organization
<b>SDG</b>	Sustainable Development Goal
<b>SGP</b>	Small Grants Programme
<b>TERRA</b>	Together for the Expansion of Resilient and Restorative Agroecology and Agroforestry
<b>TRAHASS</b>	Traditional Healers Assembly (the Gambia)
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>USD</b>	United States dollar(s)

# Letter from the Chair



2025 was a revealing year: it showed that urgent needs and long-term challenges do not arrive separately. Humanitarian crises, economic uncertainty, climate shocks and food insecurity increasingly overlap to shape the same landscapes and affect the same communities. The need for proven solutions that respond to immediate pressures while strengthening long-term resilience is high and growing.

Across regions, one lesson continues to surface. When the people who depend on forests and farms are organized, supported and trusted to lead, solutions tend to address more than one problem at a time. Livelihoods improve as ecosystems recover. Food security strengthens alongside local economies. Climate-change adaptation and mitigation cease to be abstract policy terms and become daily practices.

Such changes are rarely sudden. They build over time and from the ground up.

With less than 2 percent of climate and nature finance reaching primarily smallholder producers, the FFF stands out – in part because it gets close to three-quarters of its finance into local hands. Its model is based on a global partnership in which locally rooted groups and international cooperation organizations reinforce one another. The FFF provides direct funding to local FFPOs while also strengthening connections locally, nationally and globally. This approach places resources and decision-making



*Salina Abraham*

Chairperson, FFF Steering Committee

power with those who manage the land. As this annual report documents, it is generating durable, measurable change.

The FFF aligns with the existing aspirations, institutions and businesses of forest and farm producers. Small, strategic financial inputs leverage substantial internal finance, land and labour, making grants and loans highly efficient. FFPOs are uniquely positioned to deliver solutions that reduce poverty while sustaining nature and responding to climate change. Their diversified production systems generate multiple income streams. Many FFPOs that are benefiting from FFF support to professionalize their organizational governance and business capacity are seeing opportunities emerge to “crowd in” and blend private-sector finance at pace. A main FFF goal is to enable resilient, market-ready FFPO businesses capable of thriving independently.

FFF support has helped FFPOs to diversify bankable businesses – they are producing food, woodfuel, construction materials, natural medicines and cosmetics across multiple value chains. Beyond products, the FFF is also supporting sustainable agricultural input businesses, including seed and seedling production, organic fertilizers and community-based credit systems.

The Facility has begun tracking income and employment impacts in FFF-supported FFPOs. Consolidated figures are expected in 2026, but early findings show that investments in FFPO-led, climate-resilient value chains improve food availability and nutrition while creating sustainable income opportunities, particularly for women, youth and Indigenous Peoples. Such investments directly advance poverty reduction at scale.

What distinguishes the FFF is its focus on strengthening producer organizations and the relationships among them. Reaching the world’s 1.5 billion forest and farm producers individually is neither feasible nor effective. Similarly, restoring landscapes, managing fire risk and building resilient food systems cannot happen without collective action. Small investments in accountable, well-governed producer organizations yield outsized returns for food security, climate action, nature conservation and social stability.

The results presented in this annual report reflect the dedication, ingenuity and resilience of the FFF’s partners and the forest and farm producers they support across the world. I am proud of what the FFF achieved in 2025, in what was a politically difficult year globally. And I’m inspired by the women, men and young people whose daily work sustains forests, feeds communities and underpins our shared future. Their leadership and commitment remind us that, like forests, lasting solutions grow from the ground up.





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# About the Forest and Farm Facility

The Forest and Farm Facility (FFF) stands out in the development landscape for its direct support for forest and farm producer organizations (FFPOs). It channels direct finance and technical support to build social capital and organizational capabilities across interlinked networks of these organizations, enabling them to:

- Use strength in numbers and the power of accountable collective voice to shape policies and market interactions in their favour.
- Embed business incubation in their apex bodies to nurture sustainable businesses and blend in private investment across diverse value chains.
- Deploy their huge collective landholding memberships to restore landscapes in ways that enable those members to adapt to and mitigate climate change, conserve biodiversity and safeguard their livelihoods.
- Invest in social and cultural services that build social solidarity and trust, such as internal saving and credit facilities, gender and youth programmes, biocultural protection schemes, and mediated access to national social protection schemes for health, education and agricultural insurance.

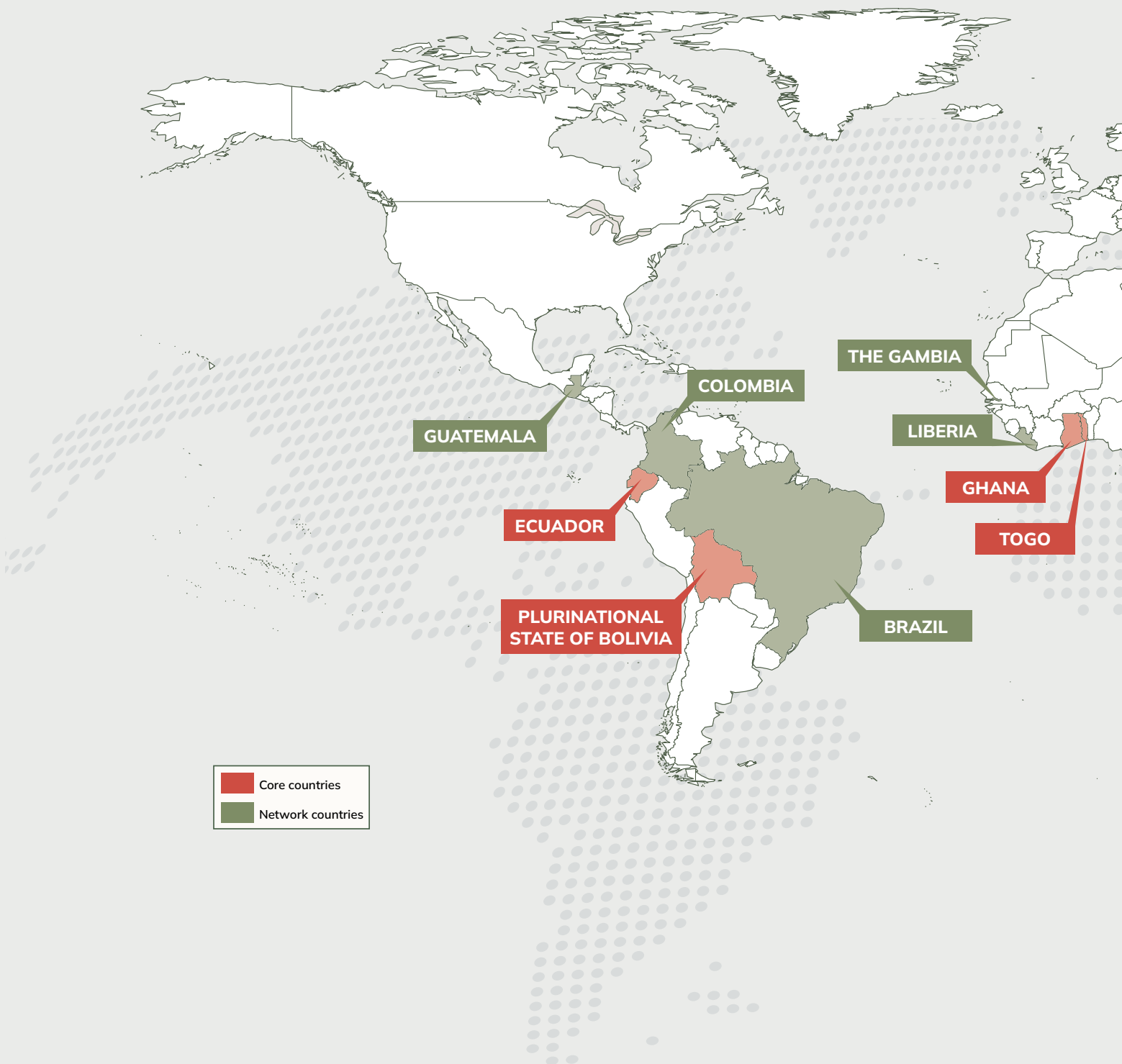
Gender equality, youth engagement and Indigenous Peoples' rights are embedded across all areas of work, ensuring that progress is inclusive and durable.



## The partnership

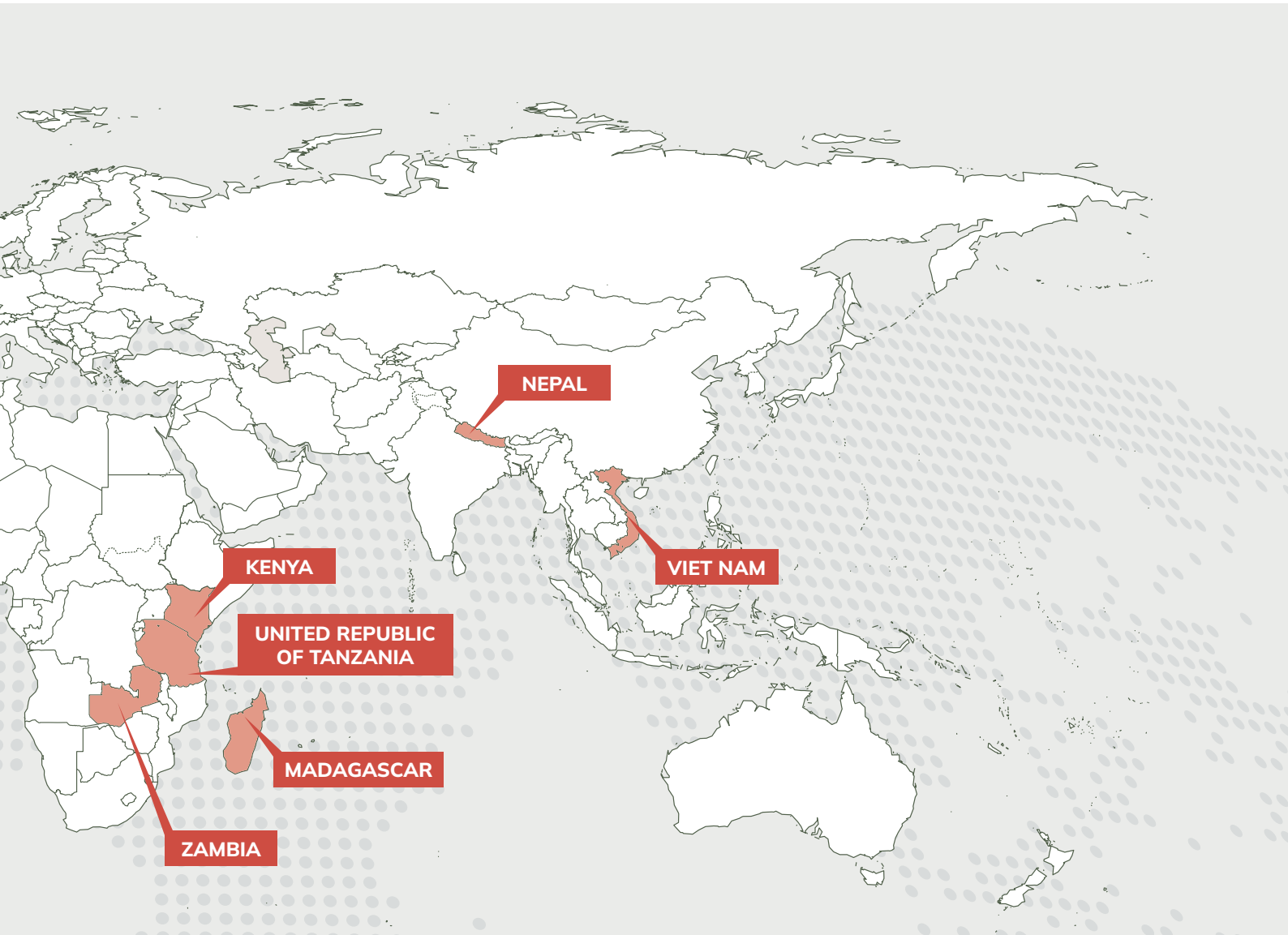
The FFF is a partnership between four international organizations with complementary expertise – the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN), and AgriCord. Together, the four organizations support FFPOs as they organize at the local, national, regional and global levels, strengthening their collective voice and economic power.

Figure 1. FFF partner countries and regional partners



## Funding

The FFF's second phase, which began in 2018 and runs to the end of 2026, was financed initially with USD 17.4 million from a multi-donor trust fund.<sup>1</sup> Since then, total secured funding has grown to USD 68.4 million, reflecting strong confidence in the model and its results. Resource partners are the governments of Finland, Germany, the Netherlands, Sweden, the United Kingdom of Great Britain and Northern Ireland and the United States of America, and IKEA.



The FFF also supports the following regional and global organizations:

- Asian Farmers Association for Sustainable Rural Development
- Confederación de Organizaciones de Productores Familiares del Mercosur Ampliado
- Eastern Africa Farmers Federation
- Intercontinental Network of Organic Farmers Organizations
- Mesoamerican Alliance of Peoples and Forests
- Network of Farmers Organizations and Agricultural Producers of West Africa
- Pacific Islands Farmers Organizations Network
- Pan African Farmers Organisation
- Southern African Confederation of Agricultural Unions
- World Rural Forum



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# Keeping a focus on forests and farms in a world on edge

2025 was the hottest year on record, and forests and farms felt the heat. Extreme weather, such as droughts, storms and floods, and record wildfires, played havoc with food production. This fuelled hunger, drove up the cost of living, devastated livelihoods and undermined economies. Fertilizer prices might have fallen from their 2022 peak, but disruptions to food and fertilizer production and trade due to war, unrest and extreme climate events are an ever-present threat to food security.

Building more integrated, just, sustainable and healthy forest and farming systems is widely recognized as a means for increasing resilience, reducing the impacts of climate change, and shoring up food security. It is also a way of de-escalating political tensions and conflicts and reducing the potential for climate-related migration.

Food and agriculture, and ecosystems and biodiversity, are among the seven key target areas in the Paris Agreement's Global Goal on Adaptation. At the 28th Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) in 2023, 160 governments signed the Food Systems Declaration, thereby committing to elevating the role of food systems in resilience and food security and in their revised national climate-change adaptation and mitigation plans. The Brazilian Presidency of COP 30 placed food and agriculture alongside forests and biodiversity as two of the conference's six core themes. Increasingly, global policymaking is recognizing the central role of smallholders in addressing these themes.

## **Evidence that strengthening forest and farm producer organizations matters**

The FFF is delivering compelling evidence of a simple yet transformative idea: when smallholder forest and farm producers are organized, trusted and resourced directly, they become powerful agents of systemic change. Living with the consequences of their choices, forest and farm producer organizations (FFPOs) are highly motivated to build sustainable futures. Integrated solutions that both protect standing forests and enrich and diversify farming systems can only be found by engaging and strengthening them. Without strong FFPOs, solutions at scale will prove hard to attain.

Supporting FFPOs therefore makes strong sense, for both boosting economies and ensuring global food security. Their members – smallholder forest and farm producers – deliver close to half the world's food calories and support over 2.5 billion livelihoods.<sup>2</sup> They make significant contributions to national economies, particularly in low-income countries, where, on average, agriculture/forestry accounts for about one-quarter of gross domestic product. An overlooked element of the often-cooperative nature of producer organizations



is that they distribute wealth relatively fairly, rather than concentrating it in the hands of those who already have sufficient capital.

FFPOs are also on the frontline of climate change. For example, smallholder farmers invest an estimated USD 368 billion of their own finances annually in necessary adaptation. This greatly reduces climate impacts: globally, disasters driven by climate change have caused about USD 3.8 trillion worth of crop and livestock losses in the last 30 years.<sup>3</sup> This equates to about USD 123 billion a year – and the average is rising. Helping smallholder forest and farm producers organize effective responses is money well spent.

In contrast to industrial-scale forest and farm business models, FFPOs combine climate and biodiversity action. Smallholder farmers and Indigenous Peoples are at the epicentre of biodiversity and agrobiodiversity conservation; they are central to the adoption of nature-positive approaches such as agroecology, which is recognized as a pathway for necessary agrifood systems transformation. Until recently, cross-context evidence for agroecology's multidimensional performance has been limited. In 2025, however, new data from one of the first cross-country TAPE (Tool for Agroecology Performance Evaluation) assessments in Africa showed that higher levels of agroecological integration are significantly positively correlated with higher performance across economic, social and environmental domains.<sup>4</sup> Per unit area, integrating smallholder agroecology improves profitability, production and social benefits.

Recent global analysis makes an unequivocal case: investing in smallholder adaptation is one of the most cost-effective strategies for strengthening food security, protecting economies and tackling the intertwined climate and biodiversity crises. More such investment is needed urgently.

## Finance where it matters, with scale and influence

The great advantage of FFPOs and their memberships of Indigenous Peoples and local communities is the very large area of land they live on and manage sustainably – albeit often without clear legal tenure. But less than 2 percent of climate and nature finance is reaching these smallholder producers, which makes efficient mechanisms like the FFF – delivering 45 percent of its funds into local hands in 2025 – vital. By working with and strengthening interlinkages between tiers of FFPOs, from local, to national to global, the FFF is generating impacts of global significance for forest and landscape restoration, food security, poverty reduction and sociopolitical stability. This is the FFF’s vital niche. And, as political tensions rise, this matters more, not less.

Although the need for official development assistance (ODA) to tackle poverty has never been higher, global security concerns have eroded ODA budgets, in the short term at least. The efficiency and sustainability with which ODA is deployed is vital – including the ability to blend with private-sector finance.

It is here that the FFF’s model of aligning support with the existing aspirations and institutional architecture of FFPOs and their businesses has a substantial advantage. Small financial inputs leverage considerable internal finance, land and labour to make efficient use of grants and loans. Evolving business incubation and acceleration curricula in training-of-trainers approaches attracts external private-sector investment. Because the FFF helps build and professionalize organizational and business maturity, the crowding in and blending of private-sector finance can happen at pace. The end-points are sustainable, market-savvy FFPO businesses that can flourish independently – growing and thickening the economies of the poor.

The FFF’s direct beneficiary grants, introduced in 2021, are enabling FFPOs to meet market quality standards, invest in processing and certification, and build relationships with





value-chain companies. In several countries, this has resulted in formal supply agreements with domestic and international buyers.

The FFF facilitates investment matchmaking that goes “beyond just buying” in linking FFPOs with agribusinesses, financial institutions and development banks.<sup>5</sup> The work includes the design and delivery of business–bank matchmaking events, such as one in Kenya in 2025 through FFF-managed components of FAO’s AFR100 support programme to create “business unusual” partnerships.<sup>6</sup>

The FFF uses the self-mobilized finance of FFPOs as an entry point for driving financial inclusion.<sup>7</sup> The estimated total finance available globally in about 67 000 credit unions is USD 3.8 trillion, which exceeds all ODA climate finance.<sup>8</sup> Many FFPOs are already linked to local credit unions, and the FFF supports them in understanding how to establish savings groups and to grow, aggregate, formalize and blend this finance into business investments.

The FFF supports dialogue with national and regional development banks to establish tailored credit lines and guarantees for FFPOs, including in Bolivia, Ecuador, Ghana, Tanzania and Viet Nam. New initiatives, such as collaboration with a bank in Tanzania to pilot FAO’s Capitalization of Financial Instruments initiative (see Chapter 5), will further test scalable models for blending local savings, public finance and private investment.


FFPO policy influence can be transformative at the local to global scales. Strength in numbers, when coupled with strategic FFF investments in media training and messaging, can deliver rapid shifts in policy. Working with governments, FFPOs can guide useful, mutually beneficial reforms.

## **Influencing COP 30 to amplify producer leadership**

The FFF was an influential presence at COP 30 in 2025, using the event as a strategic platform to advance the agenda of FFPOs and Indigenous Peoples. Taking place nearly a decade after the Paris Agreement came into effect, COP 30 underscored the urgency of accelerating climate action, particularly around forests, food systems and climate finance – areas where FFF-supported producers are already delivering solutions.

The FFF’s long-term investment in strengthening regional and global alliances of producer federations was visible at COP 30 – for example through the Family Farmers Climate Action alliance. The confident advocacy of this network greatly enhanced the visibility of both smallholder farmer groups (such as the Asia Farmers Association) and Indigenous Peoples’ groups (such as the Global Alliance of Territorial Communities), thus shaping narratives, proposing solutions and calling for more accessible finance.

The FFF also played a key role at COP 30 in advancing discussions on equitable access to climate finance, highlighting innovative financing mechanisms designed to reward forest protection while respecting rights and local governance. Overall, the FFF’s engagement at the COP reinforced a clear message: forest and farm producers and Indigenous Peoples are not just stakeholders, they are essential leaders in delivering inclusive, nature-positive climate solutions at scale.



As the impacts of climate change accelerate, expanding resilient and restorative methods of farming such as agroecology and agroforestry becomes ever more important. At COP 30, the FFF worked with Brazil's COP 30 Presidency and Ministry of Agrarian Development to develop the Plan for Accelerated Solutions (PAS), which includes TERRA (Together for the Expansion of Resilient and Restorative Agroecology and Agroforestry) (see Chapter 5). An important development in this context (and for many other reasons) in 2025 was the inclusion of Brazil as an FFF network country (Box 1).

During COP 30, the Forest Tenure Funders Group announced a renewed pledge of USD 1.8 billion to support the tenure rights of Indigenous Peoples, local communities and Afro-descendant communities. From its inception, the FFF has defined FFPOs to be inclusive of Indigenous Peoples and local communities. In phase II, about 70 percent of FFF funding that has reached FFPOs has benefited Indigenous Peoples and local communities. The FFF is not part of the pledge made by the Forest Tenure Funders Group, but the support it provides FFPOs to shape enabling policy environments (under its outcome 1) would qualify its finance as contributing to that pledge.



### Box 1. Brazil – the FFF's new network country

**B**razil's participation in the FFF as a network country brings added value by linking FFF-supported producer organizations to one of the world's most influential forest and agricultural landscapes. It enables the sharing of the country's practical experience in agroforestry, family farming, territorial governance and inclusive value chains and opens up pathways for further technical support and capacity development across regions.

Brazil's engagement significantly amplifies the FFF's advocacy reach at the global level. As a key actor in international debates on forests, climate and food systems, Brazil's inclusion strengthens the collective voice of FFPOs in global policy spaces and reinforces the FFF's role as a convenor and catalyst of producer-led solutions worldwide. It is an important step in strengthening South–South learning and global collaboration. The new partnership with Brazil, working in coordination with the ministries responsible for agriculture and social development, creates new opportunities through the FFF for knowledge exchange, peer-to-peer learning and the adaptation of training materials and tools to diverse forest and farm contexts.



## Progress on implementation

In this chapter we present the FFF's progress on implementation in 2025, organized by the four outcomes. We include evidence of change in the form of data (based on indicators) to provide a global overview of the progress made; for a more ground-level view, we give examples (representing a small fraction of the work undertaken) of individual FFPOs. Although the latter are organized by outcome, invariably they could be used to illustrate any of the outcomes – because FFF-supported FFPOs are advancing on all fronts simultaneously to improve the livelihoods and well-being of their members.

The FFF monitoring and learning (M&L) system tracks progress against a total of nine outcome indicators and 18 other indicators. As illustrated in Figure 2, the values of all outcome indicators increased in 2025. Table 1 shows that, by the end of 2025, the FFF had reached or exceeded all its targets (in the 12 core countries)<sup>9</sup> for phase II, some of them many times over – such as outcome indicator (OI) 1, which was exceeded by nine-fold; OI 3, which stands at six times more than the target; and OI 9, for which the target value has been more than doubled. The fact that the FFF has greatly exceeded its own expectations supports the utility of its model and shows the enormous capacity of FFPOs to achieve change at scale.

More results are available in the annexes in the form of detailed country reports and a country-by-country matrix of indicators. Chapter 6 reviews improvements made in data management in 2025.

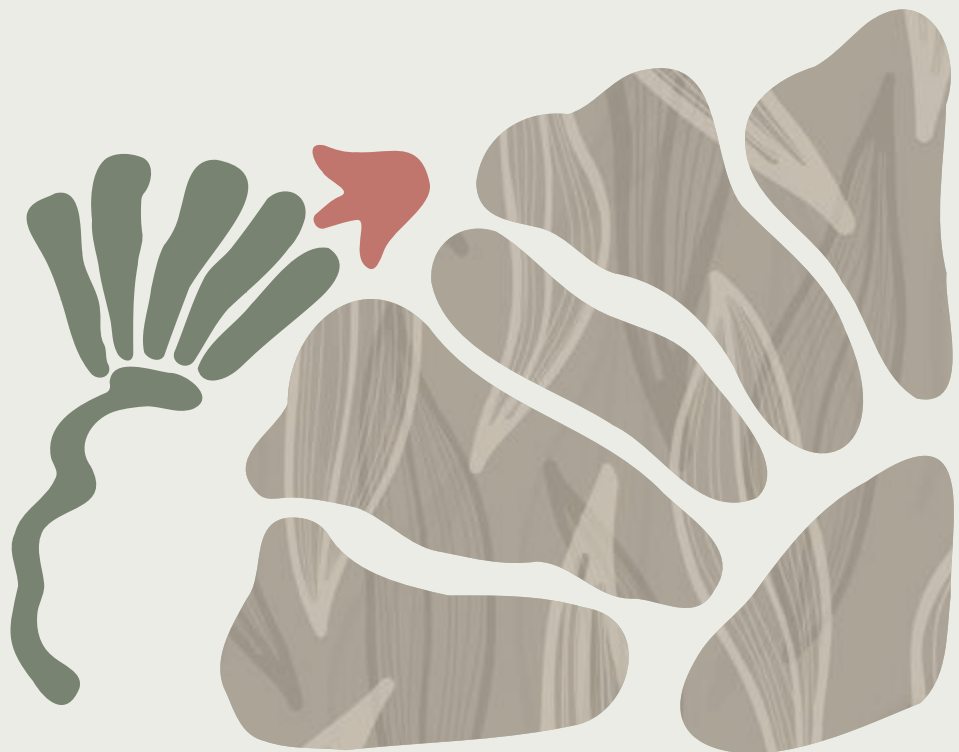
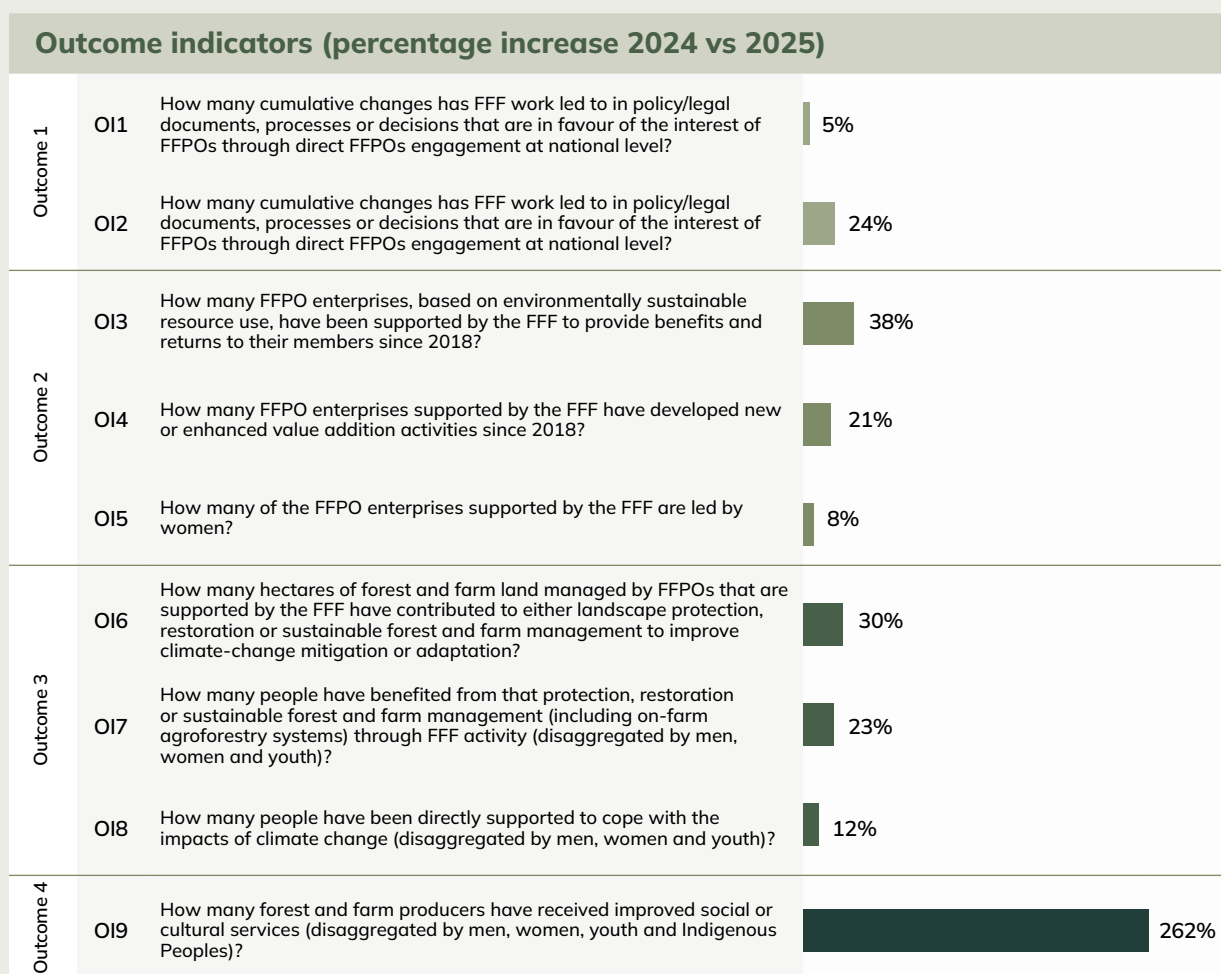


Figure 2. Percentage increase in outcome indicators, 2025 compared with 2024



Notes: There was a 5 percent increase in the value of outcome indicator 1 in 2025. Although still significant, this was lower than in previous years, due to two main factors: regular policy dialogues were minimal in Viet Nam due to a government restructure, and, in Nepal, there was a pause in the district-level Forest Acts and Agricultural Acts development due to political situations. Note that early achievements in outcome 1 helped lay the foundation for achievements under the other outcomes later in phase II.

For outcome indicator 9, to clarify what is meant by social and cultural services, country facilitators were requested in 2025 to report against ten types of such services, prompting more comprehensive and precise reporting than was provided previously and leading to a very large increase in the indicator value. The ten services are:

- Social – 1. Better access from authorities to tenure, health care, education, insurance, etc.; 2. new sectoral incentive programmes for particular value chains (e.g. coffee, cocoa and honey); 3. upgrades to communication services with their members; 4. accessible credit through saving and loan mechanisms run by FFPOs; 5. new schools or youth training academies including in production/business; 6. emergency financial social fund support in times of crisis, such as pandemics, floods and fires;
- Cultural – 7. cultural heritage, tenure rights, branding, certifications or status; 8. enhancement of clearly culturally important products such as textiles, crafts, foods and ecotourism; 9. support for culturally important promotion of language, music, dance or sport; and 10. support for seasonal trade fairs, seed exchanges or culinary festivals.

Table 1. The performance of outcome indicators vs targets, 12 countries, 2025

Outcome	Outcome indicator	Indicator	Target for phase II	Total achieved, 2018–2025	Target met?
Outcome 1	OI 1	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 FFPO engagement at the national level?	36	336	●
	OI 2	How many cumulative changes has FFF work led to in policy/legal documents, processes or decisions that are in favour of the interests of FFPOs through direct FFPO engagement at international level?	2	26	●
Outcome 2	OI 3	How many FFPO enterprises, based on environmentally sustainable resource use, have been supported by the FFF to provide benefits and returns to their members since 2018?	12	73	●
	OI 4	How many FFPO enterprises supported by the FFF have developed new or enhanced value-addition activities since 2018?	300	505	●
	OI 5	How many of the FFPO enterprises supported by the FFF are led by women?	120	309	●
Outcome 3	OI 6	How many hectares of forest and farm land managed by FFPOs that are supported by the FFF have contributed to either landscape protection, restoration or sustainable forest and farm management to improve climate-change mitigation or adaptation?	504 000	688 693	●
	OI 7	How many people have benefited from that protection, restoration or sustainable forest and farm management (including on-farm agroforestry systems) through FFF activity (disaggregated by men, women and youth)?	340 000	355 072	●
	OI 8	How many people have been directly supported to cope with the impacts of climate change (disaggregated by men, women and youth)?	No target set	353 866	○
Outcome 4	OI 9	How many forest and farm producers have received improved social or cultural services (disaggregated by men, women, youth and Indigenous Peoples)?	120 000	282 659	●




# Outcome 1

## More enabling policy and legal frameworks (SDGs 16 and 17)

The organizational strength in numbers built through FFF investment is a powerful and effective force for shaping policies and influencing legal frameworks in favour of FFPOs. Throughout its phase II, the FFF has catalysed and supported policy dialogues that include strong FFPO representation, and it has also strongly communicated successes (Box 2). The results are seen in cumulative changes in policies, legislation, processes and decisions that favour FFPO interests – well beyond the Facility’s original targets (see Table 1).

FFPOs have identified a need for much greater control over, and incentives for, integrating trees on farms, with members often wanting to diversify into on-farm trees to reduce economic risks and restore soil fertility. Advances in 2025 included major wins in policies on agroforestry and tree-crop plantations, as illustrated in the examples below.



### Box 2. Awareness-raising on the power of producer organizations

**T**he FFF published more than 50 stories in 2025<sup>10</sup> on the successes of FFF-supported FFPOs. The aim is to raise awareness on the role of FFPOs in global food security and climate resilience and to build trust and recognition in them as key agents of change and investors in sustainable livelihoods and landscapes, thus supporting outcome 1.

The stories ranged from articles about events and knowledge-exchange visits, to thematic pieces that dug deeper into topics such as agroecology and mobilizing finance. The majority of stories reflected outcome 2 (entrepreneurship) and outcome 3 (climate resilience). FAO and IIED also raised the profile of FFPOs on social media, such as in blogs, podcasts, dialogue recordings and short videos.

The FFF continued to strengthen local and national communication efforts in countries for sharing FFPO successes, such as in the press and on television and radio.



FFF-supported FFPOs brought about 16 national-level changes in policy or process in 2025.

## Agroforestry policy change

**Tanzania** achieved a landmark reform in 2025 with the launch of the National Non-Timber Forest Products (NTFPs) Strategy, developed with strong inputs from FFF-supported FFPOs. The aim of the strategy is to promote sustainable forest resource management and strengthen NTFP value chains.



*The NTFP Strategy is a game-changer. It opens doors for smallholders to benefit from forest resources without degrading them.*

Representative of the Tanzania Tree Growers Association Union



© FAO/Geofrey Bakanga



FFF-supported FFPOs helped strengthen 62 cross-sectoral multistakeholder processes at the national level in 2025, for a cumulative total of 400 since 2018.

## Tree- and other fibre-crop policies

In **Ghana** in 2025, implementation commenced of the country's tree tenure framework, which permits rights to commercial tree crops as shade on cocoa farms. Eight FFF-supported FFPOs participated in pilot tree inventory and registration exercises on cocoa farms. The initiative, covering more than 500 ha, is a crucial step toward securing farmers' rights to the trees they plant or nurture, thus incentivizing agroforestry investment.



© FAO/Abraham Yelley



4 788 additional FFPO members participated in local to national-level advocacy and policy processes in 2025, for a total of 34 668 since 2018.

## Finance into tree policies

In **the Gambia**, a major milestone, and the culmination of a participatory process supported by the FFF, was the formal transfer of 29 community forests from state ownership to local communities, granting them legal ownership and management rights. The transfer, which involved more than 2 300 ha, is a significant action towards meeting the country's forest policy objective of transferring 200 000 ha of forest to community stewardship, and it also incentivizes sustainable forest management.



*For us, trees mean more than shade. They mean medicine, food, firewood and rain. Trees mean life.*

Sarjo Manneh, a women's cooperative leader in one of the benefiting regions



FFF support created or strengthened 3 multistakeholder processes with FFPO input at the regional or global level in 2025 (for a total of 38 since 2018).

For example, the FFF-supported World Rural Forum developed a unified advocacy agenda and concrete proposals for COP 30 through the Pre-COP 30 Family Farming Summit, which convened 16 FFPOs (including seven women representatives) from five continents. The work advanced farmer-led outcomes for COP 30, including stronger integration of family farming into nationally determined contributions and national adaptation plans, alignment with biodiversity and desertification agendas, and improved direct access to finance. These outcomes were shaped through a high-level dialogue with COP 30 negotiators that engaged more than 50 participants (49 percent women) from 12 FFPOs.



*Climate action is a way of life for family farming. It is necessary to build more inclusive governance of climate funds, with simpler and more specific instruments for family farming.*

Alberto Broch, Vice President of the World Rural Forum



## Outcome 2

### Increased entrepreneurship and access to markets and finance (SDGs 1, 5, 8 and 12)

The FFF has prioritized strengthening business incubation services in FFPOs themselves, rather than through funding-dependent commercial incubation service providers. Increasingly, FFPO value chains are moving beyond forest and farm products toward market development for forest and farm inputs such as biofertilizers, seeds and seedlings, support for processing and marketing, and the provision of, and access to, credit. FFF-supported business incubation encompasses niche products and crafts as well as major cash-crop commodities such as cocoa and cashew and includes innovations to enable compliance with deforestation-free markets.



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FFF-supported FFPOs convened 116 entrepreneurship trainings in 2025 (for a cumulative total of 1 000 since 2018).

## Agricultural inputs – biofertilizers, tree nurseries, agricultural credit, matchmaking and training

In **Liberia**, a farmer field school established in 2025 by the FFF-supported FFPO Community Empowerment and Innovation in Agriculture trained 194 farmers (62 percent women) in the production of organic fertilizer and compost. These farmers are now replicating composting on their own farms and developing local businesses for compost sale. They have more than doubled eggplant yield, from an average of 5 tonnes per ha in 2024 to 11 tonnes per ha in 2025.



© FAO/Marvees Weah



FFPO enterprises supported by the FFF developed 88 new or enhanced value-addition processes in 2025, an increase in the cumulative total of 21 percent.

In **Zambia**, the Damasika Multipurpose Cooperative Society, an FFPO with 100 members, installed two boreholes, established a solar-powered irrigation system, obtained agroforestry seed, and developed a business plan. These investments enabled the rapid expansion of a tree nursery and an agroforestry enterprise, positioning the cooperative as a reliable local supplier of high-quality planting materials and farm products. The cooperative also diversified into complementary enterprises, including village chickens and irrigated vegetable production. These activities are producing new income streams, such as about USD 140 in 2025 from the sale of 200 budded lemon seedlings.



© FAO/Vincent Ziba



The FFF supported 20 FFPO enterprises to provide benefits and returns to their members in 2025 based on environmentally sustainable resource use, for a cumulative total of 73 since 2018.

## Commercial tree and tree-linked cash crops

In **Kenya**, Western Tree Growers Rural, a savings and credit cooperative organization (SACCO), partnered with the ACORN carbon credit project in 2025 to

increase the value of loans disbursed to members by 70 percent – from USD 2 090 in 2023 to USD 3 551 in 2025. Another Kenyan FFPO, the Lake Olbolosat Community Conservation Group in central Kenya, secured a USD 70 000 grant from TerraFund to support conservation and nature-based enterprises, such as beekeeping businesses near Lake Olbolosat.

## Innovations for deforestation-free compliance

In **Ecuador** in 2025, the FFF-supported FFPO, Federación de Pequeños Exportadores Agropecuarios Orgánicos del Sur de la Amazonia Ecuatoriana, acquired and implemented traceability software capable of managing and certifying their products according to organic and European Union deforestation-free regulations. Another FFPO, Kallari, strengthened coordination with the Ministry of Agriculture, the Ministry of Production and technical institutions to advance the design of a bio-inputs production plant. It also began implementation of traceability and due-diligence systems aligned with deforestation-free regulations, applying Organisation for Economic Co-operation and Development–FAO tools to the cocoa agroforestry value chain.



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54 FFF-supported FFPOs received business, marketing or financial services from third-party providers in 2025, bringing the cumulative total to 484 since 2018.

## Companies investing in companies



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In **Bolivia** in 2025, FFF-supported FFPOs Aagropama and SOS Mujeres de Pando partnered with the government agency EMAPA, APB Porvenir worked with Natur, and the Association of Coffee Growers of Taipiplaya secured market access through Fair Trade. These partnerships, spanning public institutions, private companies, subnational governments and international actors, enabled producer organizations to leverage existing distribution channels and enter niche markets that would otherwise have been difficult to access, translating improved planning capacities into tangible commercial opportunities.



## Outcome 3

### Improved delivery of landscape-scale mitigation, adaptation and resilience for climate change (SDGs 2, 13 and 15)

Finding a balance between food production, tree cover and inclusive ways of generating revenue in forest and farm landscapes is an integrated business. Evidence is emerging from national-level assessments of agroecological practice that resilience, productivity and profitability can be enhanced by agroecological approaches that mix crops, trees and livestock in agroforestry systems. Agroforestry systems may not fit well with industrial-scale mechanized agriculture, but they suit smallholder farms. Key barriers to agroforestry uptake include a lack of awareness of benefits, land size constraints, system complexity, upfront costs, requirements for additional labour, limited availability of tree seeds, uncertain tree crop markets, and disabling policies. But the organization of farmers into FFPOs provides solutions for each of these by building awareness and evidence of agroforestry benefits, securing land, providing training in agroforestry design, mobilizing finance for start-up loans, sharing labour costs, sourcing seeds and seedlings, aggregating products to give market access, and fighting for more enabling policies. These are some of reasons why FFPOs make effective partners in forest and landscape restoration. Another reason is their capacity to cooperate at multiple levels (Box 3).



#### Box 3. Multilevel partnerships strengthen restoration efforts in Togo

**T**he FFF helped strengthen collaboration between local and apex FFPOs, government institutions and an international agency in Togo in 2025.

Three strategic partnerships emerged: Terre Fleurie received support from the German Agency for International Cooperation (through the National Network of Agroecology Actors of Togo) and Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles to train producers in agroecological transition; the Aboewudza cooperative partnered with the national government's Coffee-Cocoa Technical Unit to access subsidized cocoa pod seeds; and the Essodoguedowe cooperative worked with the Interprofessional Council of the Cashew Sector of Togo to obtain subsidized polyclonal cashew seedlings.



The area of forest and farm land managed by FFF-supported FFPOs that has contributed to landscape protection, restoration or sustainable forest and farm management and climate-change mitigation or adaptation increased by 157 640 ha in 2025, for a cumulative total of 688 693 ha since 2018.

## An agroecology transition

In **Bolivia**, the Association of Organic Cocoa Producers of the Leco People of Larecaja (“Choco Leco”) has created five areas for the conservation of water resources and biodiversity as part of a strategy for resilience to climate change and to support cacao as the main crop in the territory. The process has involved five steps: (1) geolocation of the sites; (2) preparation of zoning maps; (3) the definition of priority areas for conservation and monitoring; (4) the characterization of water sources in the five communities; and (5) the approval of regulations for the reserve areas and definition of monitoring indicators. The result is the consolidation in 2025 of 12 300 ha of climate-resilient reserves and productive areas, benefiting more than 322 families.



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In eastern **Madagascar**, FFF-supported FFPOs, the Madagascar Farmers Confederation (FEKRITAMA) and the Madagascar Farmers’ Coalition (CPM), worked with their members to accelerate the transition from slash-and-burn agriculture to agroforestry systems. Farming households received technical assistance and access to seeds and seedlings and engaged in peer-to-peer learning to integrate trees, cash crops and food crops into diversified agroforestry plots. They also adopted climate-smart practices such as mulching, soil conservation, water management and forest and landscape restoration. More than 1 850 ha of land previously affected by slash-and-burn agriculture have been restored in the last five years.



© FAO/Andry Harivony



The number of people who have benefited from FFF-supported protection or restoration of forest and farm landscapes (including through on-farm agroforestry systems) increased by 66 055 in 2025, for a cumulative total of 355 072 people since 2018.

The Rajapani Community Forest User Group (RCFUG) in **Nepal** represents 16 settlements and 2 604 households managing 453 ha of forest. A natural freshwater source and adjacent wetland area (1.5 ha) holds significant livelihood potential but previously lacked management and was not contributing meaningfully to local incomes. With support from the FFF in 2025, RCFUG broadened its adoption of climate-resilient agroforestry and diversified livelihood opportunities by developing 27 ha for sustainable ecotourism and nature-based fishery enterprises, including the integration of forest restoration on pond banks to stabilize soils, improve biodiversity and enhance natural beauty. Members have cited increases in income and indicated that the climate resilience of their livelihoods has also improved.



© FAO/Racchya Shah



The number of FFF-supported FFPOs that have developed climate resilience plans or put in place responsive practices on the ground increased by 84 in 2025, for a cumulative total of 261 since 2018.

In **Bolivia**, the FFF-supported FFPO, Integral Agricultural Cooperative of Organic Producers (CIAPEC), is implementing an agroforestry system aligned with the model of growing cash crops under shade, mainly focused on coffee. This system expanded by

60 ha in 2025, increasing the area of coffee cultivation while also integrating other products such as citrus, walusa, mandarin and avocado. The approach seeks a balance between commercial production and environmental sustainability, taking advantage of the benefits that shade provides to crops and ecosystems. The convening of practical workshops is one of the decisive ways in which CIAPEC is driving the adoption of agroforestry systems; another is facilitating access to seeds and coffee seedlings.



© FAO/CIAPEC

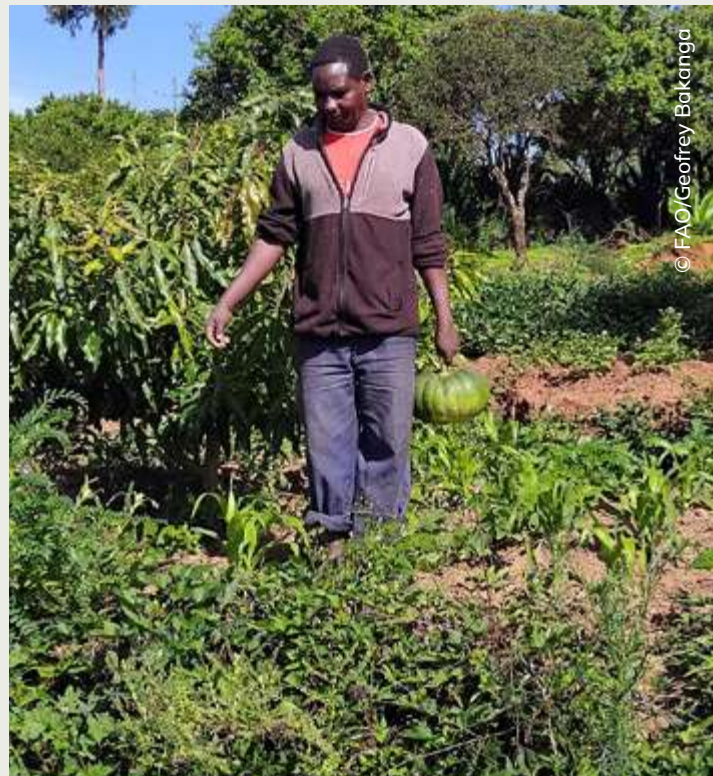
## Tree nurseries and seedbanks

In **Zambia**, the Choma District Tree Nursery Association (CDTNA) made significant advances in 2025. It established four community seedbanks for agroforestry tree seed, which distributed 2 400 tree seedlings (of *Moringa*, *Leucaena*, *Gliricidia* spp.) to boost community-driven restoration and sustainable land rehabilitation. The creation of these seedbanks has enabled farmers to scale up on-farm tree-planting, support sustainable land rehabilitation, and diversify livelihoods using multipurpose tree species that contribute to soil fertility, nutrition, fodder and income. By locating seedbanks closer to farming communities, CDTNA reduced seedling transportation costs and losses while strengthening the local ownership and stewardship of restoration activities.



## Climate-smart solutions on the doorstep

In the Manyara region of **Tanzania**, the FFF-supported Mtandao wa Vikundi vya Wakulima na Wafugaji Mkoa wa Manyara (MVIWAARUSHA) cooperative has enabled thousands of households to integrate trees, food crops and livestock in small plots close to their homes. Through training, demonstration plots, access to seeds and seedlings, credit through cooperative finance schemes, and support for biogas installation, farmers have adopted climate-smart practices that have improved soil fertility, reduced erosion and lowered dependence on woodfuel. Farmers restored 1 080 ha of degraded land in 2025, bringing the cumulative total since 2021 to about 7 550 ha. Restoration efforts combined tree-planting and assisted natural regeneration, supported by 26 tree nurseries – which each produced over 18 000 seedlings – and 12 water-supply systems. Farmers also promoted forest protection, with more than 30 000 ha now under conservation in the region.



## Training of trainers

In April, with FFF support, the Pan African Farmers Organization (PAFO) delivered a four-day training-of-trainers workshop on climate-change adaptation and mitigation and the implementation of nationally determined contributions. The workshop produced a cadre of 21 trainers from the five PAFO regions capable of cascading climate resilience and agroecology knowledge within FFPOs at the national and local levels and thereby strengthening their ability to scale up farmer-led climate action. Thirty-eight percent of the trainers were women and 43 percent were youth.

*When we train trainers on climate resilience and agroecology, we don't just plant knowledge, we grow communities that can withstand tomorrow's storms.*

Seneza Schadrack, PAFO



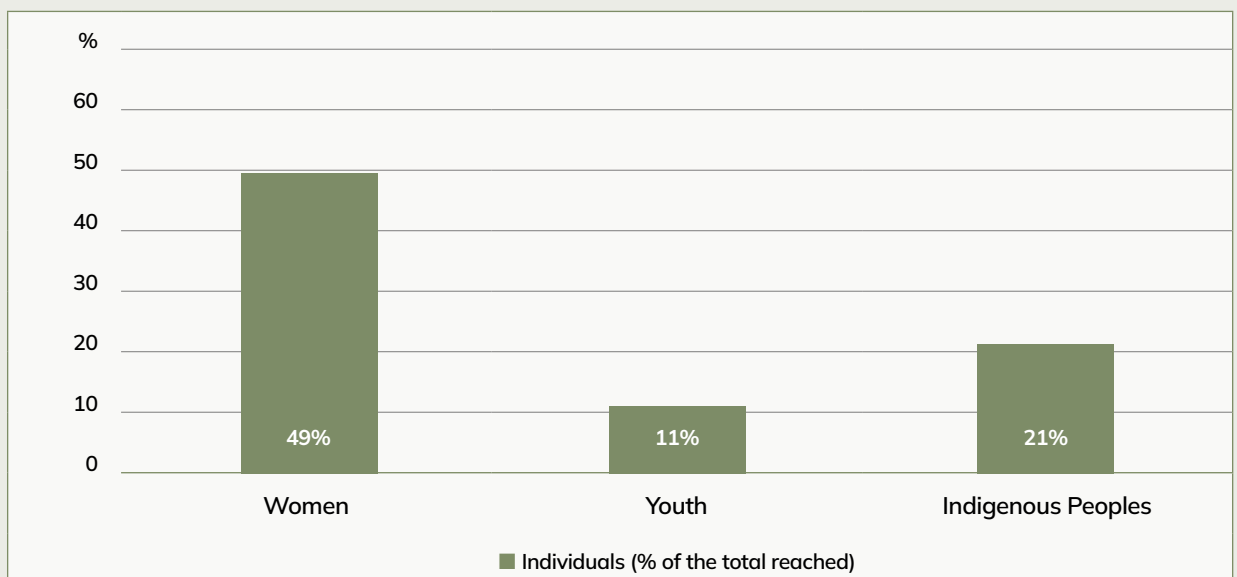


# Outcome 4

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

The provision of social and cultural protection services to members of FFPOs is often the glue that cements loyal membership. FFPOs provide or improve access to a wide range of services that build social solidarity and trust, such as helping secure territories and land rights, preserving and developing biocultural heritage products, self-mobilizing finance to offer savings and credit facilities, developing women’s empowerment and youth programmes, enhancing rural communication and education services, and facilitating access to national social protection, health and agricultural insurance programmes. In total, 282 659 people have benefited from increased access to improved social or cultural services since 2018 thanks to the efforts of FFF-supported FFPOs. Figure 3 shows that social and cultural services are being delivered in a gender-responsive manner, with women representing almost half the total reach and Indigenous Peoples comprising 21 percent – showing the important role of FFPOs in reaching Indigenous communities. Youth constitutes about 11 percent of the beneficiaries of increased access to these services; it’s a group that needs more support in the future.

Figure 3. Share held by women, youth and Indigenous Peoples of the total number of FFPO members receiving social or cultural services, 2018–2025





FFF-supported FFPOs offered 52 new or improved social or cultural services in 2025, for a cumulative total of 148 since 2018.

## Investing in biocultural heritage products



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In the Tan Lac commune, Phu Tho province, **Viet Nam**, the Traditional Brocade Weaving and General Service Cooperative revived and developed traditional Muong brocade weaving in 2025, combined with some general services and One Commune One Product (OCOP) product development. FFF support has enabled training on organic production, cooperative management, market linkages, product branding and cultural promotion, as well as study tours for peer-to-peer learning and the establishment of a green credit fund for sustainable local development. The cooperative achieved 3-star OCOP certification in 2025, which confirms product quality and provides branding and market recognition. Co-op members are earning about USD 100 per month from this new activity.



*Joining the cooperative has made a big difference. I have learned new skills and, by sharing the tasks and resources, we are earning more than we would as individuals. As a group, we are proud that we have been able to achieve the OCOP standard, which adds value to our product.*

Cooperative member Ms Bui Thi Mia



131 FFPO representatives participated in national-level social development processes that include developing social and cultural rights in 2025, for a cumulative total of 180 since 2018.

## Indigenous cultural protection and women's empowerment

In **Ecuador**, the FFF-supported FFPO Asociación de Producción Agrícola Sacha Muyu Semillas del Bosque has integrated traditional health, nutrition and cultural services into its organizational work. In 2025, it enabled 100 people (60 percent



women) to strengthen their knowledge of culturally appropriate food preparation, such as by teaching young women to harvest and process achiote and Amazonian spices, and ancestral healing practices using products from Amazonian chakras. Another 100 participants (40 percent youth) engaged in intergenerational cultural services through ceremonies, seed exchanges and traditional handicrafts led by community elders. The strong involvement of women in these activities – including young women assuming technical and decision-making roles – has reinforced the recognition of women as guardians of Amazonian chakras.

A key milestone in **the Gambia** in 2025 was implementation of the first Traditional Medicine Act and Policy, supported by the FFF through the Traditional Healers Assembly (TRAHASS). This initiative mainstreamed traditional medicine into the national health system, benefiting 2 025 practitioners (1 500 men and 525 women) and enhancing the recognition of Indigenous knowledge. TRAHASS also secured land tenure for a 1.5-ha Medicinal Gene Bank, ensuring sustainable access to medicinal plant resources.



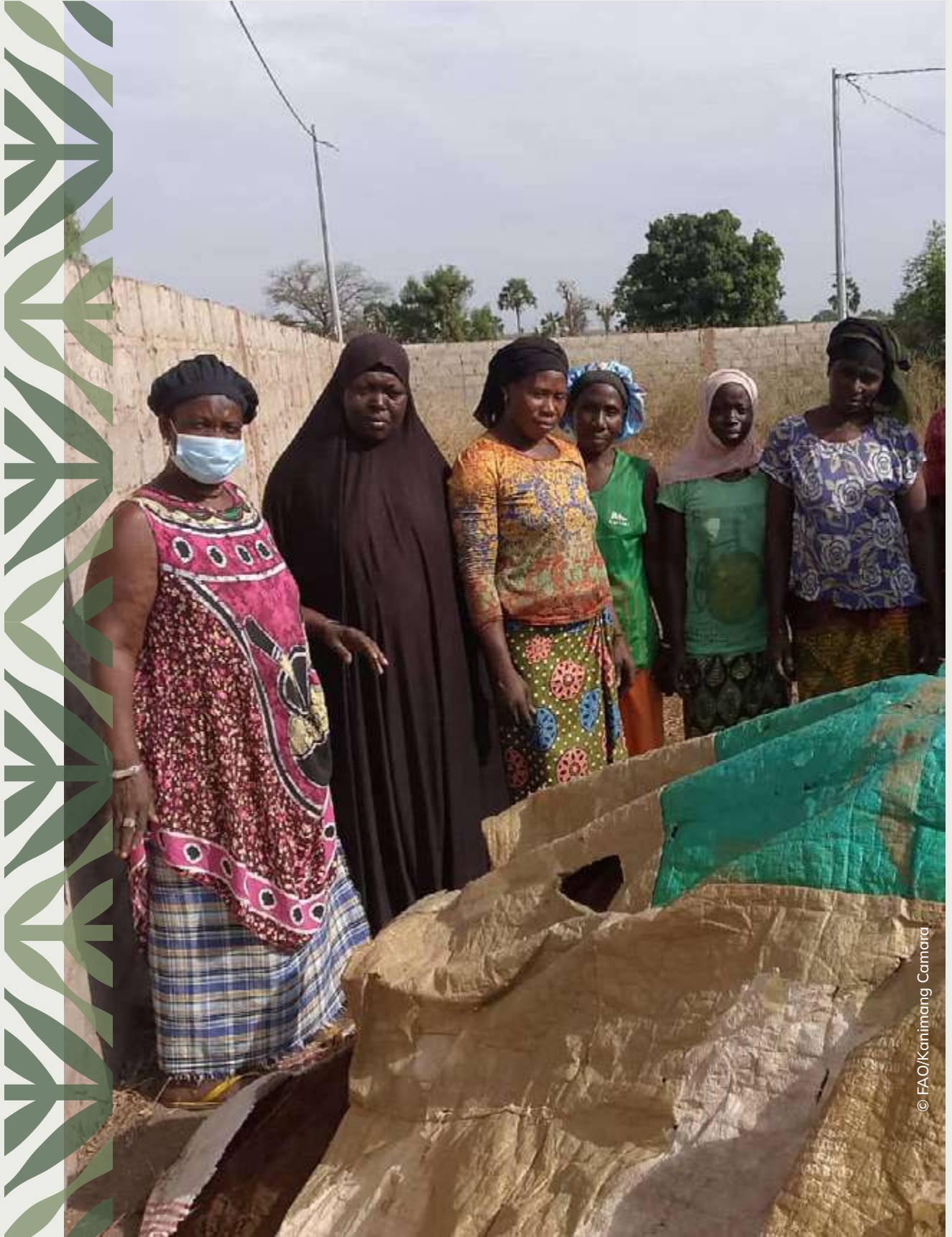
## Strong progress on gender

The FFF carried out a cross-regional gender monitoring survey of FFPOs in 2025 with the aim of tracking progress on women’s empowerment, governance and enterprise development and informing the 2026 Gender Action Plan. It showed that considerable progress is being made and yielded valuable lessons that can be built into future planning (Box 4).

## Box 4. Survey on gender equality and women's empowerment

**A**n FFF survey of 143 FFF-supported FFPOs in Africa, Asia and Latin America in 2025 combined structured questionnaires with qualitative inputs from country teams and producer organizations. It collected sex-disaggregated data on leadership, participation and budgeting and gathered evidence of change from the field. The survey found consistent progress in women's leadership, participation and economic empowerment. Both women and men rated FFF-supported activities highly, with more than 86 percent assigning them top scores for relevance and usefulness. Importantly, 92 percent of FFPOs reported improvements in women's entrepreneurship skills, and more than 61 percent indicated that women had entered traditionally male-dominated sectors such as beekeeping, timber processing and agroforestry, demonstrating a possible broader shift in gender norms in these FFPOs and increased economic opportunities for women.

Country experiences illustrate the impact of this progress on the ground. In **Togo**, women moved into leadership and value-added processing through targeted FFF training. **The Gambia** saw significant increases in women's participation in tree-nursery enterprises and rural communication roles. In **Kenya**, women-led groups expanded climate-resilient businesses through village savings and loan associations and incubation programmes. FFF-supported FFPOs in **Madagascar** strengthened women's roles in beekeeping and agroecological training, and, in **Ghana**, FFPOs institutionalized gender policies and land allocation for women and strengthened women's representation in national platforms. In **Tanzania**, women emerged as leaders in seed systems and agroforestry activities. In **Bolivia** and **Ecuador**, women advanced on value-added cocoa, achiote and honey chains through improved processing and leadership training and new market channels. **Viet Nam** reported a participation rate for women of 40–60 percent in many FFF-supported activities; surveyed FFPOs in **Colombia**, **Nepal** and **Zambia** indicated that women's leadership is translating into stronger governance, diversified enterprises and greater social cohesion.



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# Knowledge and tools

## Knowledge co-production

The FFF's FFPO-centred knowledge co-production process, led by IIED, continued to generate useful guidance in 2025, as summarized below. The annexes contain more details.

The FFF supported a diagnostic study in 2025 (to be published in 2026) on funds managed by Indigenous Peoples and local communities. Drawing on global case studies, the study finds that such funds – with inclusive governance and flexible grant-making – can be effective in supporting climate resilience, biodiversity and livelihoods. It highlights the need for long-term, trust-based finance and supportive policy frameworks to integrate these funds into national and global climate finance systems.

A report published in 2025 by the FFF-supported Family Farmers for Climate Action estimated that small-scale family farmers (who produce around half of the world's food) require USD 443 billion per year to adapt to climate change – but only 0.36 percent of this need is currently financed. The report, released ahead of UNFCCC COP 30, called for a dedicated “farmers’ fund” to channel adaptation finance directly to farmers and their organizations through simpler, more grant-based and inclusive mechanisms.<sup>11</sup>

New country profiles and FFPO fact sheets were produced to present key achievements in a user-friendly format.



## Outcome 1

The new “GET-SET” internal governance self-assessment tool was published and tested in four countries – helping FFPOs draw on best practices to professionalize their internal governance structures, policies and practices.<sup>12</sup> A background report documenting six case studies and a literature review that informed the GET-SET tool was also published.<sup>13</sup>

A study published in 2025 presented the results of an online survey of 286 smallholder organizations in 11 countries.<sup>14</sup> The survey helped inform policymakers of smallholder perceptions and preparedness for compliance with the European Union deforestation regulation (EUDR).

## Outcome 2

An analysis of company–community partnerships in FFF partner countries that go “beyond just buying” included recommendations on how to promote greater private-sector investment that adopts “business unusual” support practices.<sup>15</sup>

Several reports from Viet Nam, summarized in a policy brief, presented a large body of work involving more than 25 FFPOs that had been supported on business development around ecosystem-based adaptation.<sup>16</sup>

Seeking to broaden its leverage of other major programmes, such as the USD 104 million GEF-funded Drylands Sustainable Landscapes Impact Program (DSL-IP), the FFF documented its thinking on and experience in private-sector matchmaking events developed in Kenya.<sup>17</sup>

## Outcome 3

Building Resilience (BR) is a tool developed by AgriCord to help FFPOs conduct climate risk assessments amongst their members. BR Part II (for policy advocacy) was launched in three languages in 2025; BR Part I (for the development of climate resilience plans) was also updated. Six workshops were held in FFF countries to train FFPOs in the use of the BR tool, and experiences in its use were compiled.

Seven case studies were presented in a new publication on how FFPOs are overcoming barriers to agroforestry adoption.<sup>18</sup> The publication uses infographics to show the tactics used and how these can be adopted elsewhere.

## Outcome 4

The FFF convened a third online dialogue on women’s equity in June 2025, with more than 70 attendees from 15 countries. The dialogue explored means for greater gender empowerment in FFPO governance.<sup>19</sup>



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## Knowledge management

The FFF strengthened how it gathers, shares and uses knowledge across its network in 2025. A key achievement was creation of the FFPO Knowledge Hub beta version. This new online space (to be launched in 2026) brings together two main features: a knowledge and documentation centre, where users can find case studies, tools and publications, and an FFPO database that helps track producer organizations and their activities. The FFF Knowledge Hub will soon be fully integrated into the main FFF website, making it easier for partners and FFPOs to access and contribute information.

Peer-to-peer learning was a major focus in 2025. The FFF convened two global webinars in the series, “FFPOs as agents of change for climate-resilient landscapes and improved livelihoods”, with each attracting more than 200 producers, facilitators and technical experts to exchange practical experiences. Through AgriCord, the FFF also launched a webinar series on access to finance, with the first in the series convened in October on how certification presents a challenge to smallholders but also open doors to markets and finance.<sup>20</sup> Through IIED, the FFF partners convened a series of three training and mentoring sessions for more than 50 FFPO representatives on the use of participatory guarantee schemes as shared labels at low cost to support FFPO marketing. The sessions served to inspire, share experiences and lay plans for maximizing the benefits of shared labels.

To enable ongoing conversations beyond webinars, the FFF launched the online FFPO Community of Practice in 2025. This space now has 200 members, who share updates, ask questions and link up with peers in other communities and countries.



# Partnering for impact at scale

As described below, the FFF has leveraged its comparative advantage to expand influence in complementary programmes, with the aim of adding value to those programmes based on FFF experiences, lessons and successes.

## Ongoing partnerships

### *The Drylands Sustainable Landscapes Impact Program*

The DSL-IP is a five-year, FAO-led programme with USD 104 million in funding from the seventh replenishment of the Global Environment Facility (GEF 7) and more than USD 800 million in co-finance. The DSL-IP is assisting countries in Africa and Asia to avoid, reduce and reverse dryland degradation through the sustainable management of production landscapes.

The FFF, which has engaged with the Program since 2022, is supporting it in six countries in Africa's Miombo–Mopane ecoregion, two countries in the savannas of East and West Africa, and two countries in the Great Steppes of Central Asia. It has contributed to the DSL-IP's delivery of impacts, especially by helping position FFPOs as direct beneficiaries and agents of change. The FFF has done this by providing direct guidance and support to government line ministries and agencies, by delivering complementary technical assistance, especially on green value-chain development and private-sector engagement, by leveraging and channelling resources to FFPOs (e.g. through grants), and by integrating lessons learned into FFF programming at the global and country levels.

With FFF support, the DSL-IP has directly benefited 102 000 people through value-chain development and other training and equipment delivery. It has also resulted in the protection of 1.5 million ha of new terrestrial protected areas, the restoration of 1 million ha of degraded agricultural land, and the placing of 13 million ha of land under improved practices.

### *The AFR100 support programme*

The FFF was a co-designer of the Germany-funded African Forest Landscape Restoration Initiative (AFR100) support programme, which was launched in 2024 in six African countries. It is now supporting implementation of the programme's "component 1" on the policy, legal and financial enabling environment and "component 3" on restoration-based enterprises and blended finance.

Under component 1, governance platforms for forest and landscape restoration were established at the regional, national and local levels in 2025 and became operational in

the participating countries. IIED was contracted to provide regional support on governance for forest and landscape restoration and to design participatory approaches for policy review. The FFF is a member of the newly created Blended Finance Working Group, which brings together donors, development finance institutions and banks to explore risk-sharing mechanisms and pipeline development.

Under component 3, national enterprise support organizations were identified and contracted in all participating countries. A restoration-finance matchmaking forum was convened in Nairobi in May to link small and medium-sized enterprises working in honey, bamboo, seedlings, fruit and timber value chains with investors and financial institutions. A USD 1 million blended-finance pilot was developed with a bank in Tanzania, and, in Madagascar, a dialogue was started with the Mitsiri Biodiversity and Climate Fund.

Also in 2025, the FFF made advances in each of the six participating countries on establishing enabling conditions for programme delivery, such as the development of planning and governance structures and land management plans, the collection of baseline data, the design of financial instruments, the convening of matchmaking and finance forums, the engagement of enterprise-support organizations, and training and business incubation.

### *The Restoration for Resilience and Recovery of Sustainable Agrifood Systems Project*

The aim of this project, running between 2024 and 2026 with funding through FAO's Flexible Voluntary Contribution mechanism, is to improve complementarity between the agriculture and forest sectors for the benefit of small-scale producers. The FFF is a co-implementer of the project.

Among the results achieved by the FFF component of the project in 2025 were the following:

- In Viet Nam, the FFF expanded its work with the Forest Economics and Research Center to extend the functionality of the iTWood platform as a means for systematically collecting geolocation and legality data, which are needed for EUDR-compliant supply chains.
- Model agroforestry sites were identified and installed in Ghana. The design phase included soil sampling and knowledge collection involving 60 farmers; in the installation phase, the farmers were supported to plant cocoa, plantain suckers and fruit trees, all of which achieved an average 80 percent survival rate.
- Eighty-six FFPO representatives in cocoa-growing regions in Ghana received training to ensure that cocoa production aligns with EUDR standards.
- A competitive selection process awarded small grants (USD 3 000–4 000) to four businesses to strengthen and improve their operations.

### *Other ongoing partnerships*

The FFF works with the German Agency for International Cooperation (GIZ) in the Diana and Boeny regions of Togo through the Forests4Future (F4F) project to generate baseline data and create synergies for landscape restoration. Among the activities under this partnership in 2025, the FFF and F4F organized a celebration to mark International Bee Day, and FFF-supported FFPOs in Madagascar interacted with F4F for peer-to-peer learning. In Madagascar and Tanzania, FFF-supported FFPOs have leading roles in national platforms for the implementation of the UN Decade on Ecosystem Restoration.



## **New partnerships in 2025**

### *Global Soil Partnership*

The FFF created a new collaboration with the Global Soil Partnership in 2025 through a pilot initiative, RECSOIL, in Ghana, implemented by Ghana's Council for Scientific and Industrial Research–Soil Research Institute (CSIR–SRI). The main purpose of the pilot is to improve soil health through the maintenance and increase of soil organic carbon and to support the adoption of sustainable soil practices.

With support from the FFF, CSIR-SRI engaged a cooperative that supports women farmers in the country's Upper West region, where soils have critically low levels of organic matter and soil fertility. RECSOIL worked with 69 farmers, 52 of them women, to build their capacity in soil evaluation and management; a cohort of 20 trained farmers transferred their new knowledge to about 100 other farmers. Among the outcomes in 2025 was an increase in the dietary diversity of the participating farmers through the introduction of leafy greens and an increase in decision-making power for the participating women.



### *TERRA and other developments at COP 30*

The FFF worked with Brazil's COP 30 Presidency and Ministry of Agrarian Development to develop the Plan for Accelerated Solutions (PAS) for TERRA (see Chapter 2). Anchored in Axis 3, Key Objective 9 of the COP 30 Action Agenda, PAS TERRA will strengthen collaboration among producer organizations, governments and research institutions to accelerate the agroecological transition and promote productive forest landscapes. The aim is to integrate family farming, agroecology and forests into systems that protect soil, land and the planet, learning from and building on the FFF as a key implementation modality for this new mechanism. FFF case studies were featured in the UNFCCC's "Granary of Solutions", a curated repository of proven, scalable climate actions developed by the COP 30 Presidency and UN Climate High-Level Champions to support the COP 30 Action Agenda. The FFF is now registered in the Global Climate Action Portal, with annual tracking of key performance indicators to demonstrate measurable contributions towards climate and nature goals.

The FFF was also part of the Activation Group under Axis 2, Key Objective 5, to develop a PAS on direct-access financing for forests for Indigenous Peoples and local communities under the Tropical Forest Forever Facility, jointly with the Forest & Climate Leaders' Partnership and others. This work is aligned with the Forest Finance Roadmap for Action and the Tropical Forests Forever Fund, launched at COP 30.

## *FAO's Capitalization of Financial Instruments -- pilot of direct access to finance for FFPOs*

Despite their central role in food production, forest stewardship and climate resilience, FFPOs in Tanzania are largely excluded from formal financial systems due to their limited collateral, irregular cash flows, and perceived high risk among financial institutions. In Tanzania, the FFF is piloting an innovative approach to expand sustainable access to finance for FFPOs and their members with the aim of addressing this persistent barrier to inclusive rural transformation.

The pilot is testing FAO's new Capitalization of Financial Instruments operational model, channelling funds directly to FFPO members through a national financial institution and FFPO-linked savings and credit cooperative organizations. Rather than relying solely on grants or microfinance, the pilot is deploying blended-finance instruments such as concessional loans, guarantees, revolving funds and insurance tailored to the needs and risk profiles of small-scale producers engaged in forestry, agroforestry, honey, coffee, nurseries and other forest- and farm-based value chains.

## *Global Alliance Against Hunger and Poverty*

The FFF strengthened its links with the Global Alliance Against Hunger and Poverty (GAAHP), an initiative by the G20 in 2024 to support and accelerate efforts to eradicate hunger and poverty while reducing inequalities. The GAAHP serves as a key high-level mechanism to implement the policy goals of the UN Decade on Family Farming, and the FFF agreed with the GAAHP secretariat to support the GAAHP's Policy Basket, which is at the core of the Alliance's work. The FFF will help extend the GAAHP's solutions portfolios, "Community-based Forestry" and "Agroforestry" – which the GAAHP will deploy on the request of countries – based on the experiences gained from FFF work in relation to forest and farm producer organizations.





# Reporting, data management and risk management

The FFF App, which is designed to enhance the FFF M&L system, was further improved in 2025 using the FAO corporate platforms tool and now comprises a solid, end-to-end digital infrastructure for managing contracts, from initiation to closure. The app brings technical deliverables, administrative monitoring, financial updates and risk tracking into a single integrated system. Automated alerts, structured workflows and real-time dashboards enable the continuous monitoring of progress, compliance and performance at headquarters and by country teams and facilitators. The app supports consistent reporting, transparent contract management and timely decision-making, making it the backbone of the FFF M&L system.

The FFF's risk management tools were also improved in 2025 and made compatible with the FFF App. This has increased alignment between outcome-level monitoring and the risk monitoring associated with contract implementation.

Regular (quarterly) assessments were made in 2025 to identify delays in contract closures. Measures taken to reduce such delays included increased technical oversight during field visits and the provision of enhanced administrative support. The practice of triangulating the quantitative data collected from country offices with FAO corporate reporting systems and the FFF database provides a robust overview of the progress made on deliverables.

Facilitators entered data on 53 FFPOs in 2025 via the monitoring tracker used for final monitoring loop and risk management assessment. Analysis confirmed that the funds received had been used for their intended purposes, as outlined in approved project proposals. Eleven FFPOs (21 percent of the total) indicated difficulties related to financial reporting and administrative capacity. Nearly half (26 FFPOs) requested additional support or guidance, mainly related to training on financial reporting and deliverables, clarification of FAO procedures and regulatory requirements, and the use of standardized templates for reporting.

To support contract management and financial reporting, the FFF conducted virtual capacity development involving 14 country offices and selected FFPOs in the Gambia and Liberia. The initiative involved deep collaboration with country teams and raised awareness about the need for timely reporting and thorough contracts and data management.

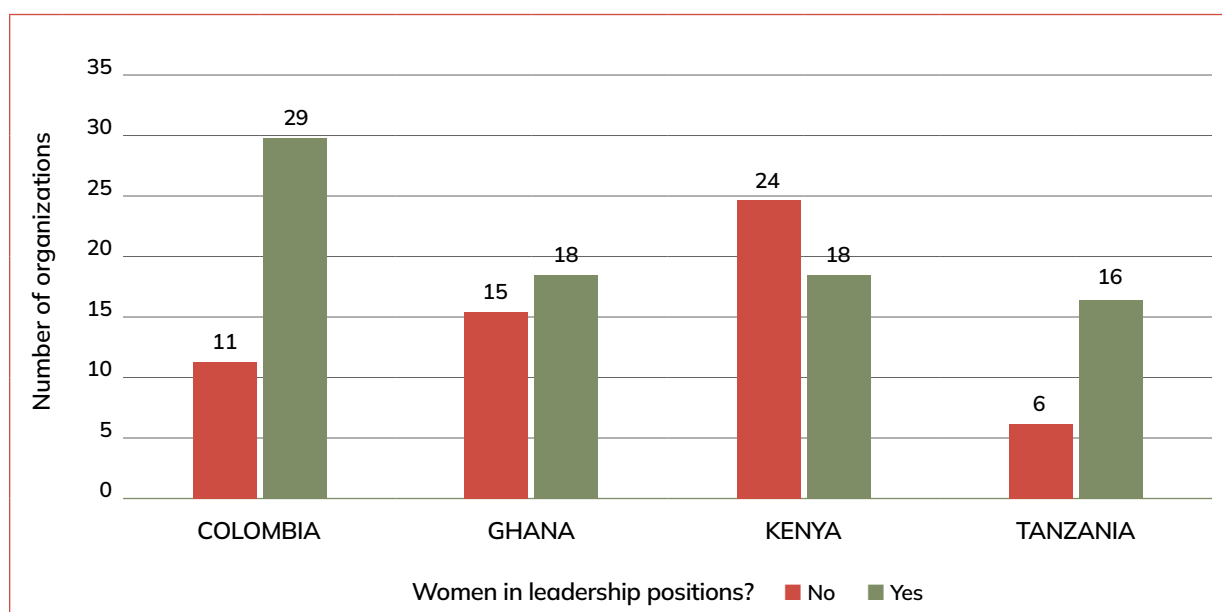
The FFF piloted the Momentive digital platform in 2025 to improve risk management for beneficiaries in the selection phase. This platform supports the integration of its data management system with the FFF M&L system. The shift to an online platform enables FFPOs to apply for direct beneficiary grants digitally, making the application process simpler and more transparent. The results of the pilot will inform the management of data obtained from grant application processes and help reduce risk associated with the

selection of FFPOs for direct beneficiary grants (see below). Momenive will be further integrated with the FFF App in 2026.

Data from calls for grant applications in 2025, piloted for four countries (Colombia, Ghana, Kenya and Tanzania), show that the FFF made progress in focusing on risk identification during grantee selection by identifying features useful for stakeholder profiles. Among the data analysed, the following patterns emerged in terms of accountability and the sustainability of investment:

- The data showed strong female participation in applicant FFPOs in all four pilot countries, with women-led organizations accounting for the majority in Colombia, Ghana and Tanzania (Figure 4).

Figure 4. The number of applicant organizations with women in leadership positions, by country



- Most applicant organizations reported 20–50 percent youth participation, and a few organizations – predominantly community-based organizations and self-help groups – had very high youth representation (above 80 percent). A high number of applicant organizations reported large shares of Indigenous/ethnic membership and leadership in some countries.
- More than half (60 percent) of the 199 applicant organizations reported having previously received funding (from government, donors, loans or private investment).

Despite limitations in the data (e.g. they were from a small number of countries), there are indications that the ability to access and operate with finance institutions, and the level of maturity of an organization, can be considered as indicators of FFPO financial accountability and sustainability. FFPOs mature over time as they deliver services to their members and products to markets. Mature FFPOs can also be key agents of change, but there is a need to ensure that they do not become donor-dependent. Following discussions between multiple country teams on the ways in which they track and monitor FFPO maturity, the FFF has developed and is further reviewing and refining a maturity



assessment model for FFPOs to guide decisions on continuing or exiting from ongoing support.

The FFF implemented quarterly monitoring assessments in 2025 to provide additional oversight during technical field visits and enhanced administrative support to reduce delays in contract closure procedures. The following intermediate-level improvements were made based on monitoring findings, strengthening delivery controls:

- Targeted capacity development on financial reporting delivered in 14 countries, directly addressing one of the main drivers of slow implementation.
- Design and upgrading of M&L tools, ensuring full complementarity with the FFF App and reducing duplication and the reporting burden.
- Enhancing the existing comprehensive monitoring, learning and impact documentation systems, improving traceability and evidence quality,
- Piloting Momentive – a digital platform designed to provide organizations with tools for building connections and engagement and driving meaningful impact – for the management of calls for proposals for direct beneficiary grants to increase the transparency and accuracy of the selection process.
- Triangulating quantitative data collected from country offices with FAO corporate reporting systems and the FFF database.
- Fast-tracking the FFF App to enable real-time data management and improve oversight and responsiveness.



# Lessons learned

Some important lessons emerged from implementation in 2025, reflecting both the continued maturation of the FFF's approach and the complexity of the changing contexts in which it operates. Learning was informed in 2025 by structured inputs from country teams, ongoing monitoring, and the independent evaluation (see Chapter 8). The lessons enumerated below are being used in the design of the FFF's next phase.

## Financial capacities of FFPOs

The Gambia, Ghana, Kenya and Madagascar reported that FFPOs made faster progress where support combined business incubation with practical training on financial literacy, cash-flow management and recordkeeping. Internal savings and credit mechanisms (such as SACCOs, credit unions and village savings groups) proved effective entry points for financial inclusion, especially for women and youth, while also strengthening the credibility of FFPOs with external financial institutions. Access to finance is not just about capital – it is also about building the capacities and confidence required to use finance well.

## Training delivery

Another key lesson relates to how training is delivered. In the Gambia, Ghana, Tanzania and Viet Nam, hands-on, value-chain-specific training consistently outperformed classroom-based and generic approaches. Learning-by-doing, peer exchanges and





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training-of-trainers models helped FFPO members absorb new skills and apply them directly in their enterprises. Results were weaker where training was rushed or insufficiently tailored to adult learners, reinforcing the importance of pacing, follow-up coaching, and locally grounded expertise.

## **Business incubation**

Experience in Bolivia, Kenya and Togo showed that business incubation is most effective when embedded in trusted institutional structures and supported over time. Incubation delivered through FFPOs or specialized hubs with close, ongoing coaching has led to stronger business outcomes than short-term or fragmented support. Conversely, underfunded or time-limited incubation risks raising expectations without delivering viable enterprises, pointing to the need for realistic timelines and adequate resources.

## **Inclusive engagement**

Access to affordable finance is a major constraint for women producers, alongside persistent barriers to land and resource access. In Colombia and Ecuador, the most sustained gains towards delivering on outcomes occurred where gender equality was institutionalized in FFPO governance, such as through permanent gender and youth committees, leadership quotas, statutes and bylaws, and transparent financial rules. The formalization of rules and organizational structures reduces conflict, protects collective assets and enables access to markets and finance. Crucially, when women are involved in shaping these rules, governance reforms redistribute power rather than simply codifying existing inequalities. Women's leadership has emerged most strongly where trust, transparency and collective ownership of decision-making processes are deliberately fostered.

The FFF carried out a cross-regional gender monitoring survey of FFPOs in Africa, Asia and Latin America in 2025, which yielded many other lessons (see Box 4).

## Partnerships

The importance of networks and partnerships emerged strongly as a key lesson in 2025. In Ecuador, Liberia and Viet Nam, close collaboration with research institutions, financial actors and value-chain partners strengthened FFPO innovation, compliance and market access. Peer-to-peer exchanges continued to inspire the replication of successful approaches across regions.

## Operations

Operationally, lessons were drawn on the limitations posed by short-term grants, which can disadvantage emerging and vulnerable groups, and by bureaucratic hurdles linked to letters of agreement and direct beneficiary grant modalities. Cost-efficiency pressures associated with a lean structure and rigid systems constrained longer-term sustainability planning and, at times, limited the full potential contribution of partners.

## Conclusion

Overall, the lessons gained from implementation in 2025 underline the value of sustained, adaptive support to FFPOs, particularly in relation to finance, business development and gender inclusion. When these are addressed together, FFPOs are better positioned to deliver inclusive economic growth, climate resilience and sustainable landscape management at scale.



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# Evaluating effectiveness, and broadening the ambition

## Positive findings of independent evaluation

Coming towards the end of the FFF's phase II, 2025 provided a natural moment for reflection and learning. An independent evaluation commissioned as part of the phase closure confirmed the Facility's strategic relevance and effectiveness:

*The FFF has validated its unique and strategic role in the development landscape, demonstrating that direct support to producer organizations can achieve systemic change when properly structured and sustained. Its integrated approach linking entrepreneurship, climate action, and policy engagement has delivered tangible results across diverse contexts.*

The evaluation found that the FFF has made significant contributions in all four of its outcome areas, with varying but always substantial levels of achievement, and it fills a crucial gap by directly supporting FFPOs with funding, capacity development and strategic guidance. According to the evaluation, the FFF's multitiered support structure, which channels resources from the global to local level through producer organizations, demonstrates strong potential for transformative impact. Other key findings include the following:

- **Demonstrable model for impact.** The evaluation found that the FFF's multiyear duration, strong partnership ambition, and high levels of trust among organizations at the local level has led to clear, measurable success – such as fivefold export growth in Bolivia and substantial landscape restoration gains in Nepal. Challenges identified by the evaluation included addressing the administrative complexity of annual finance disbursement and realizing the potential to better leverage the operational strengths of partners.
- **Direct finance and technical support.** The evaluation validated the FFF's "core premise" of a strong and innovative direct-finance-delivery model for achieving transformative change, finding that the FFF has demonstrated both operational efficiency and the ability to deliver tangible, large-scale results. The evaluation cited the FFF's piloting of its direct beneficiary grants mechanism as best practice, with the mechanism later adopted as official FAO policy. And it highlighted the FFF's leveraging of about USD 1.5 billion through new programmes designed to work with FFPOs.

- **Policy influence.** According to the evaluation, mobilizing FFPO memberships – demonstrating strength in numbers – has proved effective in shaping policies, both by increasing FFPO recognition nationally and by raising producer voices globally in food, climate and biodiversity arenas. FFF-supported FFPOs and their members have improved their access to markets while building climate resilience through the creation of substantial areas of restored forests and landscapes.
- **Knowledge.** The evaluation recognized the FFF as a knowledge leader in forest–farm linkages and the strengthening of FFPOs: “with over 250 high-quality outputs, sophisticated analytical frameworks, and rich documentation of experiences ... [the FFF] generated an impressive knowledge base”. It challenged the FFF to improve uptake of this knowledge across diverse local contexts and language groups – which the Facility is now working towards through a new knowledge hub, FFPO knowledge-sharing webinars, and trainer-of-trainer approaches.

## Evaluation recommendations, and management response

The evaluation recommended “continuing the FFF through a successor programme that maintains direct FFPO funding while addressing structural constraints”. Potential improvements include moving towards multiyear programming, with clearer maturity assessment and graduation; more institutionalized partnerships with AgriCord, IIED and IUCN; greater involvement of regional and global FFPO representative organizations; and better integration of cross-cutting themes such as social and cultural protection, knowledge and communication.

The evaluation also recommended scaling up direct financing modalities such as direct beneficiary grants and a new FAO finance instrument, with increased efforts on inclusivity



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by tailoring finance for women, youth and Indigenous Peoples' organizations. The FFF should continue to strengthen linkages between country action and global advocacy to make the most of its convening power and strong global reputation. The evaluation recommended further investment in monitoring and the documentation of impacts to support accountability, learning and donor confidence.

In its response, FAO and FFF partners considered that the evaluation had met its two objectives, which were to serve both accountability and strategic guidance purposes. The partners accepted all the evaluation's main recommendations, which the FFF will address to the greatest extent possible during the remainder of phase II.

## **Beyond 2025**

The evaluation's strong endorsement of the need for a successor programme, and its important guidance, has contributed to clear thinking about how the FFF should evolve. Incorporating the feedback in a new phase proposal will ensure that the Facility continues to catalyse change – far beyond its own boundaries – through the mobilization of FFPOs as a force for global transformation.

Among other things, the evaluation recommended a shift towards a more institutionalized model of engagement, and the FFF has started pursuing this shift along several pathways. One of these is the planned expansion of the Global Environment Facility (GEF) Small Grants Programme (SGP) to integrate blended finance and private-sector components. As an accredited entity, FAO is exploring with the GEF Secretariat whether the FFF can provide applicants with technical assistance in the forthcoming GEF9 SGP, with the aim of embedding blended finance solutions in the upcoming GEF programmes.

In parallel, the FFF is pursuing deeper engagement through intergovernmental initiatives such as TERRA (see chapters 2 and 5) to support the expansion of agroforestry with smallholders and FFPOs, alongside improved access to finance and markets based on the FFF model. Engagement will continue in the context of support for direct-access funding for Indigenous Peoples and local communities under the Tropical Forests Forever Facility. The FFF will also share its knowledge and experience and help put this to work in the G20 initiative, GAAHP.

The FFF is collaborating with the FAO Investment Centre to review development finance institutions and international financial mechanisms with the aim of identifying further opportunities for technical assistance that could scale up direct access to finance for FFPOs and small and medium-sized enterprises. The FFF sees potential for further strengthening private-sector engagement and market integration by scaling up the capitalization of SACCOs and credit unions through blended finance to expand investment capital for FFPO businesses; deepening matchmaking with processors, traders and exporters, including links to processing hubs and niche markets for high-value forest and agroforestry products; and supporting development banks and FFPOs to co-design credit and guarantee instruments that reduce costs and risk while strengthening producer capacity. Together, these measures would consolidate FFPOs as credible economic actors in resilient, climate-positive value chains.



## Financial report

The FFF continued to channel the majority of its resources directly to FFPOs through letters of agreement and direct budgetary grants, in line with its commitment to locally led implementation and strengthening producer organizations as key agents of change.



Table 3 reports total expenditures of USD 8,230,665 for the reporting period (1 Jan – 31 Dec 2025). Of this amount, USD 3,691,947—representing 45 percent of the total expenditure—was disbursed directly to FFPOs through letters of agreement and direct beneficiary grants processed in 2025.

An additional USD 1,560,648 million approved in late December 2025 is not reflected in the table, as challenges faced in specific countries delayed processing timelines, which shifted the recording of this amount to the first quarter of 2026.

Together, the 2025 disbursements and early 2026 recorded amount total USD 5,252,595 in direct transfers to FFPOs across 14 implementing countries. Although slightly lower than the previous year, this total is within 5 percent of the 2025 approved budget for direct grants to FFPOs, demonstrating FFF's continued alignment with its core mandate and its efficient, demand driven and partner led delivery model.

**Table 2. Total revenue, by donor, 2018–2026**

FFF\_GCP/GLO/931/MUL Contributions, as of December 2025

	June–December 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by donor
Sweden	2,780,558	3,674,541	2,588,997	2,987,215	1,967,536	2,422,715	1,372,119	1,045,369		18,839,049.12
Finland		1,579,466	760,043							2,339,509.23
IKEA	-	128,475	-	142,687						271,162.62
GIZ	849,935		-	1,824,818						2,674,752.02
Netherlands		100,000	170,000	295,000	150,000	315,000				1,030,000.00
USA			200,000	100,000	550,000	500,000	500,000			1,850,000.00
BMZ				8,532,110	5,079,031	5,049,396	4,095,341	5,123,384		27,879,262.45
FCDO						5,703,422	1,959,560	2,706,960		10,369,942.15
<b>Total (a)</b>	<b>3,630,493</b>	<b>5,482,482</b>	<b>3,719,040</b>	<b>13,881,830</b>	<b>7,746,566</b>	<b>13,990,534</b>	<b>7,927,020</b>	<b>8,875,713</b>	<b>-</b>	<b>65,253,678</b>

FFF contributions under projects

	June–December 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by donor
FMM/ GLO/147/ MUL			500,000	500,000	500,000					1,500,000
GCP/ GLO/397/EC	454,104	279,975	621,471							1,355,550
GCP/ INT/054/GER	153,759	175,224								328,983
<b>Total (b)</b>	<b>607,863</b>	<b>455,199</b>	<b>1,121,471</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184,533</b>

Global FFF contributions from resource partners

	June–December 2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Grand total (a+b)</b>	<b>4,238,356</b>	<b>5,937,681</b>	<b>4,840,511</b>	<b>14,381,830</b>	<b>8,246,566</b>	<b>13,990,534</b>	<b>7,927,020</b>	<b>8,875,713</b>	<b>-</b>	<b>68,438,211</b>

**Table 3. Approved budget vs actual expenditure, 2025**

Account description	Budget (October 2025) (a)	Actual commitments (b)	Remaining balance (a-b)
Professional salaries	697,085	593,137	103,948
General Service salaries	243,000	241,841	1,159
Consultants	1,091,077	959,827	131,250
<b>Contracts</b>	<b>6,824,867</b>	<b>4,767,390</b>	<b>2,057,477</b>
Letters of agreement (country, regional and global)	3,099,867	1,422,010	1,677,857
Direct beneficiary grants	2,645,000	2,269,937	375,063
Regional			0
Global			0
Partnership agreements	1,080,000	1,075,443	4,557
Locally contracted labour	4,225	2,437	1,788
Travel	733,000	532,871	200,129
Training	165,430	153,393	12,037
Expendable procurement	27,000	23,075	3,925
Non-expendable procurement	10,000	3,465	6,535
Hospitality	5,000	545	4,455
<b>Technical support services</b>	<b>879,550</b>	<b>400,071</b>	<b>479,479</b>
Secondments	877,472	397,993	479,479
Report costs	0		0
Mid-term evaluation	0		0
Environmental safeguard	2,078	2,078	0
General operating expenses (GOE)	141,953	77,100	64,853
Workshop operating expenses		11,810	(11,810)
GOE – External	3,720	75	3,645
GOE – Internal	5,000	5,073	(73)
<b>Subtotal</b>	<b>10,830,907</b>	<b>7,772,110</b>	<b>3,058,797</b>
Project servicing cost (5.9%)	639,024	458,555	180,469
<b>Total</b>	<b>11,469,931</b>	<b>8,230,665</b>	<b>3,239,266</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	810,744	593,137	770,000	6,278,387
General Service salaries	49,171	209,698	224,358	191,519	199,748	167,939	201,892	241,841	248,000	1,734,165
Consultants	31,408	361,817	321,916	428,039	575,894	602,275	780,401	959,826	1,280,000	5,341,577
<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>12,006,005</b>	<b>4,767,391</b>	<b>3,350,000</b>	<b>40,029,709</b>
By country	-	1,689,429	2,467,843	2,385,414	3,193,372	2,680,074	5,072,946	1,422,011	2,997,000	21,908,089
Direct beneficiary grants				584,420	1,064,655	1,636,889	4,928,529	2,269,937	-	10,484,430
Regional	-	281,209	-	149,460	129,366	296,707	253,717	-	-	1,110,459
Global	20,000	-	-	121,868	63,000	113,178	-	-	-	318,046
Partnership agreements	22,150	542,122	478,631	498,200	860,432	627,893	1,750,814	1,075,443	353,000	6,208,686
Locally contracted labour	761	1,575	43	359	12	4,920	3,518	2,437	26,000	39,625
Travel	82,179	499,823	136,643	100,918	370,589	410,715	646,071	532,871	550,000	3,329,809
Training	15,738	81,188	41,153	252,911	-123,097	181,669	217,131	153,393	80,000	900,086
Expendable procurement	2,751	5,503	5,242	16,768	18,951	8,182	50,178	23,075	28,000	158,650
Non-expendable procurement	1,306	6,069	9,222	13,532	4,821	3,598	16,668	3,465	20,000	78,681
Hospitality	-	3,758	2,694	-	1,245	2,004	823	545	9,840	20,909
<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>613,253</b>	<b>400,071</b>	<b>1,512,078</b>	<b>3,100,018</b>
Secondments	-	11,725	76,486	39,251	94,201	200,184	611,175	397,993	1,480,000	2,911,015
Report costs	-	-	-	-	-	-	-	-	30,000	30,000
Mid-term evaluation	-	-	150,000	-	-	-	-	-	-	150,000
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	77,100	75,000	393,192
Workshop operating expenses								11,810	120,000	131,810
GOE – External	28	430	59	-	2,176	1,915	105	75	19,931	24,718
GOE – Internal	900	10,045	4,359	7,435	3,931	3,281	1,362	5,073	20,480	56,866
<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>15,419,210</b>	<b>7,772,110</b>	<b>8,109,329</b>	<b>61,618,204</b>
Project servicing cost (5.9%)	14,789	274,996	273,485	340,802	422,392	462,271	909,733	458,554	478,450	3,635,474
<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>16,328,944</b>	<b>8,230,665</b>	<b>8,587,779</b>	<b>65,253,678</b>

**Table 5. Expenditure by budget line, 2018–2026**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Programme management, headquarters</b>										
<b>Programme management salaries</b>										
Manager (D1)	22,878	216,763	136,903	232,923	-	104,444	142,222	-	200,000	1,056,133
Forestry Officer (P4)		42,004	27,211	37,915	37,003	44,840	44,741	46,799	44,000	324,513
Forestry Officer (P4)		40,233	24,439	44,219	42,748	43,412	43,467	25,968	24,000	288,486
Forestry Officer/ APO/Operations Officer (P2-P3)		-	19,031	37,332	-	-	-	-	-	56,363
Communications Officer (P3)		70,017	62,503	88,103	92,640	91,321	69,452	81,283	78,000	633,320
Media support staff		178,405	103,248	151,185	113,974	128,181	111,730	93,827	100,000	980,550
<b>General Service staff</b>										
Programme assistant, headquarters	29,171	112,932	106,499	111,519	98,915	100,573	102,575	108,367	130,000	900,551
Office assistant, headquarters G3	20,000	96,766	117,859	80,000	100,833	67,366	99,316	62,145	60,000	704,285
Office assistant, headquarters G2/G3								71,329	58,000	129,329
Consultants	6,282	63,545	64,383	85,608	115,179	120,455	156,080	191,965	256,000	1,059,497
Partnership agreements	22,150	-								22,150
Locally contracted labour	761	1,575	43	359	12	4,920	3,518	2,437	26,000	39,625
Travel	82,179	49,982	27,329	20,182	74,118	82,143	129,214	106,574	110,000	681,721
Training	15,738	81,188	41,153	252,911	-123,097	181,669	217,131	153,393	80,000	900,086
Expendable equipment	2,751	5,503	5,242	16,768	18,951	8,182	50,178	23,075	28,000	158,650
Non-expendable equipment	1,306	6,069	9,222	13,532	4,821	3,598	16,668	3,465	20,000	78,681
Hospitality	-	3,758	2,694	-	1,245	2,004	823	545	9,840	20,909
<b>Technical support services</b>	-	-	<b>165,297</b>	<b>7,850</b>	<b>94,892</b>	<b>202,262</b>	<b>613,253</b>	<b>400,071</b>	<b>1,512,078</b>	<b>2,995,703</b>
Secondments		-	15,297	7,850	94,201	200,184	611,175	397,993	1,480,000	
Report cost								-	30,000	
Programme mid-term and final evaluation			150,000		-					
Environmental safeguard					691	2,078	2,078	2,078	2,078	
General operating expenses (GOE)	1,399	33,511	18,378	19,166	32,063	65,516	71,059	77,100	75,000	393,192
Workshop operating expenses								11,810	120,000	131,810
GOE – External	28	430	59	-	2,176	1,915	105	75	19,931	24,718
GOE – Internal	900	10,045	4,359	7,435	3,931	3,281	1,362	5,073	20,480	56,866
<b>Subtotal programme management headquarters (a)</b>	<b>205,542</b>	<b>1,012,726</b>	<b>935,853</b>	<b>1,207,007</b>	<b>710,404</b>	<b>1,256,082</b>	<b>1,872,896</b>	<b>1,465,301</b>	<b>2,971,329</b>	<b>11,637,141</b>

	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Outcome 1: Enabling policy and legal frameworks for FFPOs delivered through more FFPO-inclusive governance and cross-sectoral processes</b>										
Forestry Officer (P4)		46,204	29,933	40,255	40,703	49,324	49,215	51,479	48,400	355,513
Forestry Officer (P4)		44,257	26,883	47,189	47,022	47,753	47,813	28,565	26,400	315,883
Forestry Officer (new, 2024/2025) P4								-	-	-
Forestry Officer/ APO (P2)		-	20,934							20,934
Communications Officer (P3)		11,669	10,417	14,350	15,440	15,220	11,575	13,547	13,000	105,219
Consultants	6,282	74,568	64,383	85,608	115,179	120,455	156,080	191,965	256,000	1,070,520
Contracts total	20,000	740,685	613,226	883,402	1,216,129	1,307,153	2,564,857	1,120,747	687,650	9,153,849
By country	-	372,389	493,569	477,083	638,674	536,015	1,014,589	284,402	599,400	4,416,121
Direct beneficiary grants				146,105	266,164	409,222	985,706	567,484		2,374,681
3 regional	-	140,605	-	74,730	64,683	148,354	126,858			555,229
1 global	20,000	-	-	60,934	31,500	56,589	-			169,023
3 partnership agreements	-	227,691	119,658	124,550	215,108	156,973	437,703	268,861	88,250	1,638,794
Travel	-	124,956	27,329	20,184	74,118	82,143	129,214	106,574	110,000	674,517
Training	-			-						-
Technical support services (secondments)		2,931	15,297	7,850						26,078
<b>Outcome 1 subtotal (b)</b>	<b>26,282</b>	<b>1,045,269</b>	<b>808,403</b>	<b>1,098,838</b>	<b>1,508,591</b>	<b>1,622,048</b>	<b>2,958,755</b>	<b>1,512,878</b>	<b>1,141,450</b>	<b>11,722,514</b>

<b>Outcome 2: Increased entrepreneurship, access to markets and finance through gender equitable value chains delivered through new capacity to provide business incubation within FFPOs</b>										
Forestry Officer NEW (P4)								-	-	-
Forestry Officer (P4)		46,204	29,933	40,255	40,703	49,324	49,215	51,479	48,400	355,513
Forestry Officer (P4)		44,257	26,883	47,189	47,022	47,753	47,813	28,565	26,400	315,883
Forestry Officer/ APO (P2)		-	21,154							21,154
Communications Officer (P3) part-time		11,669	10,417	14,350	15,440	15,220	11,575	13,547	13,000	105,219
Consultants	6,282	74,568	64,383	85,608	115,179	120,455	156,080	191,965	256,000	1,070,520
Contracts total	-	626,978	1,106,795	1,224,821	1,758,621	1,638,225	4,438,293	1,405,150	1,287,050	13,485,933
By country	-	513,132	987,137	954,166	1,277,349	1,072,030	2,029,178	568,804	1,198,800	
Direct beneficiary grants				146,105	266,164	409,222	1,971,412	567,484		
3 regional	-	-	-	-						
1 global		-	-	-	-					
3 partnership agreements	-	113,846	119,658	124,550	215,108	156,973	437,703	268,861	88,250	
Travel	-	124,956	27,329	20,184	74,118	82,143	129,214	106,574	110,000	674,517
Training										-
Technical support services (secondments)		2,932	15,297	7,850						26,079
<b>Outcome 2 subtotal (c)</b>	<b>6,282</b>	<b>931,564</b>	<b>1,302,191</b>	<b>1,440,257</b>	<b>2,051,083</b>	<b>1,953,120</b>	<b>4,832,192</b>	<b>1,797,281</b>	<b>1,740,850</b>	<b>16,054,819</b>

	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Outcome 3: Improved delivery of landscape scale mitigation, adaptation and climate resilience for climate change through direct engagement of FFPOs and integration with inclusive livelihood approaches</b>										
Forestry Officer (P4)		46,204	29,933	40,255	40,703	49,324	49,215	51,479	48,400	355,513
Forestry Officer (P4)		44,257	26,883	47,189	47,022	47,753	47,813	28,565	26,400	315,883
Forestry Officer NEW 2024/2025 (P4)								-	-	-
Forestry Officer/APO (P2)		-	21,154							21,154
Communications Officer (P3) part-time		11,669	10,417	14,350	15,440	15,220	11,575	13,547	13,000	105,219
Consultants	6,282	74,568	64,383	85,608	115,179	120,455	156,080	191,965	256,000	1,070,520
Contracts total	-	890,214	860,011	1,121,944	1,535,466	1,575,160	3,565,004	1,262,948	987,350	11,798,097
By country	-	581,551	740,353	715,625	958,012	804,022	1,521,884	426,603	899,100	
Direct beneficiary grants				146,105	266,164	409,222	1,478,559	567,484		
3 regional		140,605	-	74,730	64,683	148,354	126,858			
1 global		-	-	60,934	31,500	56,589	-			
3 partnership agreements	-	168,058	119,658	124,550	215,108	156,973	437,703	268,861	88,250	
Travel	-	124,956	27,329	20,184	74,118	82,143	129,214	106,574	110,000	674,517
Training										-
Technical support services (secondments)		2,931	15,297	7,850						26,078
<b>Outcome 3 subtotal (d)</b>	<b>6,282</b>	<b>1,194,798</b>	<b>1,055,407</b>	<b>1,337,380</b>	<b>1,827,929</b>	<b>1,890,055</b>	<b>3,958,902</b>	<b>1,655,079</b>	<b>1,441,150</b>	<b>14,366,983</b>
<b>Outcome 4: Improved and equitable access to social and cultural services</b>										
Forestry Officer (P4)		29,403	19,048	25,617	25,902	31,388	31,319	32,760	30,800	226,236
Forestry Officer (P4)		28,163	17,107	30,030	29,923	30,388	30,427	18,178	16,800	201,017
Forestry Officer NEW 2024/2025 (P4)								-	-	-
Forestry Officer/ APO (P2)		-	13,462							13,462
Communications Officer (P3) part-time		11,669	10,417	14,350	15,440	15,220	11,575	13,547	13,000	105,219
Consultants	6,282	74,568	64,383	85,608	115,179	120,455	156,080	191,965	256,000	1,070,520
Contracts total	-	254,884	366,442	509,195	800,609	834,203	1,437,851	978,546	387,950	5,569,680
By country	-	222,357	246,784	238,540	319,337	268,007	507,295	142,201	299,700	
Direct beneficiary grants				146,105	266,164	409,222	492,853	567,484		
3 regional										
1 global										
3 partnership agreements	-	32,527	119,658	124,550	215,108	156,973	437,703	268,861	88,250	
Travel	-	74,973	27,329	20,184	74,118	82,143	129,214	106,574	110,000	624,535
Training										-
Technical support services (secondments)		2,931	15,297	7,850						26,078
<b>Outcome 4 subtotal (e)</b>	<b>6,282</b>	<b>476,592</b>	<b>533,486</b>	<b>692,834</b>	<b>1,061,171</b>	<b>1,113,797</b>	<b>1,796,466</b>	<b>1,341,570</b>	<b>814,550</b>	<b>7,836,747</b>
<b>SUBTOTAL (a+b+c+d+e)</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>15,419,210</b>	<b>7,772,110</b>	<b>8,109,329</b>	<b>61,618,204</b>
<b>Project servicing cost (5.9%)</b>	<b>14,789</b>	<b>274,996</b>	<b>273,485</b>	<b>340,803</b>	<b>422,392</b>	<b>462,271</b>	<b>909,733</b>	<b>458,554</b>	<b>478,450</b>	<b>3,635,474</b>
<b>Grand total</b>	<b>265,458</b>	<b>4,935,945</b>	<b>4,908,824</b>	<b>6,117,119</b>	<b>7,581,570</b>	<b>8,297,374</b>	<b>16,328,944</b>	<b>8,230,665</b>	<b>8,587,779</b>	<b>65,253,678</b>

# Endnotes

<sup>1</sup> GCP/GLO/931/MUL

<sup>2</sup> Ricciardi, V., Ramankuttya, V., Mehrabi, Z., Jarvis, L. & Chookolingo, B. 2018. How much of the world's food do smallholders produce? *Global Food Security*, 17: 64–72. <https://doi.org/10.1016/j.gfs.2018.05.002>

<sup>3</sup> FAO. 2023. *The Impact of Disasters on Agriculture and Food Security 2023 – Avoiding and reducing losses through investment in resilience*. Rome. <https://doi.org/10.4060/cc7900en>

<sup>4</sup> Adoyo, B., Geck, M.S., Adeyemi, C., Alpuerto, J., Arinloye, A.A.D.-D., Ateku, D., Autfray, P. et al. 2025. Agroecology for sustainable development: evidence on multidimensional performance from a cross-country TAPE assessment in Africa. *Frontiers in Sustainable Food Systems*, 9: 1667882. <https://doi.org/10.3389/fsufs.2025.1667882>

<sup>5</sup> Núñez del Prado Nieto, I., Sorsby, N., Afroz, S., Dampha, A., Evers, S., Mencos Martin Hidalgo, L., Montañó Rioja, A. et al. (eds). 2025. *Beyond just buying: Investing in equitable value chain partnerships with smallholders*. London, International Institute for Environment and Development.

<sup>6</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/22396iied>

<sup>7</sup> Núñez del Prado Nieto, I. 2024. *Mobilising internal finance: How forest and farm producer organisations upscale financial access*. IIED, London, UK.

<sup>8</sup> World Council of Credit Unions. 2025. *2024 statistical report*. Washington, DC. [www.woccu.org/documents/2024\\_Statistical\\_Report\\_EN](http://www.woccu.org/documents/2024_Statistical_Report_EN)

<sup>9</sup> Note that results for network countries Brazil, Colombia and Guatemala are not included; for the latter two, the first round of grants (in 2025) was not closed by end 2025; Brazil's access to grants begins in 2026.

<sup>10</sup> <https://www.fao.org/forest-farm-facility/success-stories/en/>

<sup>11</sup> Family Farmers for Climate Action. 2025. *Feeding the world in a changing climate: Adaptation finance needs of small-scale producers*. [https://familyfarmersclimateaction.org/wp-content/uploads/2025/10/FINAL\\_Feeding\\_the\\_world\\_report\\_EN.pdf](https://familyfarmersclimateaction.org/wp-content/uploads/2025/10/FINAL_Feeding_the_world_report_EN.pdf)

<sup>12</sup> Mwangi, S. & Macqueen, D. 2025. *Governance Enhancement Tactics – Self Assessment Tool (GET-SET)*. Edinburgh, UK, IIED. <https://www.iied.org/22653iied>

<sup>13</sup> Mwangi, S. 2025. *Helping ourselves: Tactics for improving internal governance of forest and farm producer organizations*. London, IIED. <https://www.iied.org/22675iied>

<sup>14</sup> Mwangi, S., Sorsby, N. & Wagner, K. 2025. *Smallholder EUDR perceptions*. IIED, London. <https://www.iied.org/22673g>

<sup>15</sup> Núñez del Prado Nieto, I., Sorsby, N., Afroz, S., Dampha, A., Evers, S., Mencos Martin-Hidalgo, L., et al. 2025. *Beyond just buying: Investing in equitable value chain partnerships with smallholders*. London, IIED. <https://www.iied.org/22662iied>

<sup>16</sup> Wagner, K. 2025. *Scaling up ecosystem-based adaptation: Lessons from Viet Nam*. London, IIED. Available at <https://www.iied.org/22660iied>

<sup>17</sup> Macqueen, D. & Mwamba, C. (2025). *Upscaling private sector dryland investment through matchmaking*. London, IIED. Available at <https://www.iied.org/22687iied>

<sup>18</sup> Macqueen, D. & Springgay, E. 2025. *Agroforestry uptake: Tactics that smallholder farmers use to overcome barriers to adoption*. London, IIED. <https://www.iied.org/22677iied>

<sup>19</sup> [https://youtu.be/8v-CRb\\_Fzfc](https://youtu.be/8v-CRb_Fzfc)

<sup>20</sup>

<https://www.agricord.org/en/blog/farmers-shaping-resilient-markets-through-sustainable-certification>



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